

# CAPITOL VISTA PLAZA PROJECT

**KARP**  
+ ASSOCIATES

## KARP AND ASSOCIATES LLC QUALIFICATIONS & PROPOSAL





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## I: COVER LETTER

Van W. Martin, CCIM, SIOR CRE  
CBRE|Martin Real Estate Agency  
1111 Michigan Avenue, Suite 300  
East Lansing, MI 48823

August 21, 2017

Dear Mr. Martin:

Please be advised that all information contained herein is being offered in reliance upon the Mayor of the City of Lansing, acting as Chief Administrative Officer, authorizing that a requested promise of confidentiality will be honored by the City of Lansing to the extent that FOIA and the law allows. **Karp and Associates LLC (referred to herein as "Karp + Associates") expects the City of Lansing and other receiving parties of this proposal to maintain full confidentiality pursuant to the Michigan Freedom of Information Act exemption 15.243(1)(f)(i)-(iii) concerning trade secrets.**

The Karp + Associates proposal is for the development of the Capitol Vista Plaza and the New City Hall. The Capitol Vista Plaza will include 30,718 sq. feet of class A office space, 2,599 sq. feet of ground level retail, 59 parking spaces, a 151-door hotel and 41 high-end luxury apartments. For reference, please see Appendix B, "Inspiration and Design Capitol Vista Plaza." For information on the New City Hall, please see Appendix C, "Inspiration and Design New City Hall."

Karp + Associates will be working in conjunction with a team of the highest reputation and a track record of success in similar projects, including Buildtech Ltd. Construction • Development, Mac & Lo, Neumann-Smith, GEI Consultants, Nixon Peabody, Oade, Stroud & Kleiman, and Curator.

We look forward to discussing this transformative project with you in the near future.

Sincerely,

A handwritten signature in dark ink, appearing to be "R. Karp", written over a horizontal line.

Richard Karp  
Principal





## II: COMPANY INFORMATION

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**I: FULL NAME OF FIRM:**

Karp and Associates LLC

**II: AUTHORIZED AGENT:**

Richard Karp

**III: CONTACT PERSON:**

Richard Karp

E: rk@buildtech.com

P: (517) 708-3003

C: (517) 719-3000

F: (517) 485-1104

**IV: BUSINESS ADDRESS:**

401 South Washington Square

Suite 102

Lansing, MI 48933

**V: WEBSITE:**

None

**VI: TYPES OF BUSINESS ORGANIZATION:**

Michigan Limited Liability Company

**VII: NUMBER OF YEARS IN BUSINESS:**

29

**VIII: MBE, DVB OR WBE:**

No





### III: IDENTIFICATION OF KEY PERSONNEL AND PARTNERS

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Karp and Associates LLC was organized in the State of Michigan on May 8, 2003. Richard Karp and Kevin Prater are the Principals of Karp and Associates LLC. Richard Karp is the point of contact for negotiation and is authorized to sign on behalf of Karp and Associates LLC.

I: DEVELOPER: Richard Karp of Karp + Associates  
Appendix A: Resume

II: GENERAL CONTRACTOR: Kevin Prater of Buildtech Construction Development Ltd.  
Appendix D: Resume

III: ARCHITECTS: Joel Smith of Neumann-Smith  
Appendix E: Resume

Redacted - Potential Tenant

IV: ENGINEERS: GEI Consultants  
Appendix I: Resume

V: ATTORNEYS: As historic tax credit counsel,  
David Schon of Nixon Peabody  
Appendix J: Resume

As general counsel,  
Randall Kleiman of Oade, Stroud & Kleiman  
Appendix K: Resume



## **IV: MISSION AND VISION**

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Karp + Associates will create a new city hall located in the block bound by Capitol Avenue, South Washington, West St Joseph and Hillsdale Streets. After the city has relocated all of its personnel to this new site, construction will begin on Capitol Vista Plaza.

### **I: DOMINANT HUB OF THE BUSINESS ACTIVITY DOWNTOWN.**

Office space directly across from the Capitol is perfectly positioned for professionals who work directly with the State of Michigan. The multi-use aspect of the new complex will ensure it becomes the main focus of business, retail, hospitality, and housing.

### **II: MAXIMIZES DENSITY ON THE SITE**

By building up with the addition of a twelve-story tower to the southwest of the plaza, maximum density will be provided to the site.

### **III: TAKES FULL ADVANTAGE OF LOCATION AND VIEWS**

By properly curating the site lines around the new tower, a view of the beautiful and historic Capitol Area will be preserved and maximized.

### **IV: LEED CERTIFIED SUSTAINABLE AND ENVIRONMENTALLY FRIENDLY**

The rehabilitation of a historic structure, thereby avoiding tons of material being added to landfills, is a big win for the environment. ("The greenest building is the one that's already built.") All appliances will be Energy Star Rated. A modern BMS system and separate utilities for each tenant will reduce utility usage. Further, vegetative roofs are proposed on the new structures.



#### **IV: MISSION AND VISION (CONTINUED)**

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**V: INCREASES TAX REVENUE**

Creating a high-end space for professionals, including 150 offices, 41 residential units, a restaurant and a 151-door hotel, will dramatically increase commercial activity and the number of sources for income tax.

**VI: PROVIDES AND PROMOTES CONVENIENT AND  
SAFE PEDESTRIAN AND BICYCLE ACCESS**

By building up, the site will allow the surrounding space to continue to be utilized by cyclists and pedestrians, adding to the overall appeal of the site.

**VII: SERVES AS A CATALYST FOR FURTHER  
DEVELOPMENT**

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Redacted  
Financial + Commercial  
Information

**VIII: ATTRACTS AND RETAINS TALENTED PEOPLE IN THE AREA**

The addition of 30,718 sq. feet of Class A office space, quality dining, and the addition of 41 high-end luxury apartments, Lansing will provide the much needed but currently missing recruitment and retention of talent needed to maintain its growth.



#### **IV: MISSION AND VISION (CONTINUED)**

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**IX: INCREASES VISITOR NUMBERS**

The addition of the 151-door hotel with such unparalleled access to the Capitol will provide lodging to thousands of tourists and professionals.

**X: CREATES A 24/7/365 CENTER OF ACTIVITY AND USE**

The current commercial activity in Lansing, coupled with the positioning and scope of this luxury office and living space, will bring round-the-clock activity to the surrounding area.



## V: RELEVANT EXPERIENCE

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Headquartered in Lansing for 26 years, we are a local developer with close ties to the community, including local contractors and labor. We have completed a number of large scale projects in the last ten years in Lansing, Flint, Toledo and Detroit, including our highly-publicized work within Detroit's Capitol Park District. No firm in the region has demonstrated a greater successful track record of public-private partnerships

Nearly all of these projects entail structures which needed complete rehabilitation. Conducting full-scale rehabilitations on historic structures in dense, urban environments requires close partnerships with cities and historic districts, as well as state and federal agencies. Each project was both challenging and rewarding in its own way. With rehabilitations of historic structures, meshing current design motifs while preserving historic fabrics and meeting current building code is an every-day fact of life for us. The rehabilitation of a historic structure, thereby avoiding tons of material being added to landfills, is a big win for the environment. As our projects are already historic in nature, we look to designing all building components to last as long as economically feasible. While we have completed ground up new construction, the limited skill set required compared to that which is present in our teams, leaves talent untapped. *See Appendix A for more details on our projects.*

Our flawless track record of securing financing and completing urban core projects well in excess of that which is proposed here (this proposal shall have combined total development cost in excess of \$100MM) showcases our team's exemplary ability, and our exclusively positive press (extremely rare for any development firm) verifies the result of implementation of that which comes from our collaborative public and private participation process.



## VI: ENVIRONMENTAL SUSTAINABILITY

Environmental Practices Include:

- All of our projects involve the rehabilitation of historic structures. This eliminates tons of material from being added to landfills if the structure were to be demolished.
- All residential and commercial units will be individually metered. This allows tenants to have more control in monitoring and reducing their usage.
- All appliances will be Energy Star Rated.
- Common area lighting will be LED and tied to motion sensors.
- Energy saving BMS System.





## **VII: FINANCIAL CAPACITY AND CAPABILITY**

### **I: COMPOSITION OF CURRENT REAL ESTATE PORTFOLIO.**

Please see Appendix A for information on Karp + Associates' Real Estate Portfolio.

### **II: POTENTIAL SOURCES OF DEBT/EQUITY CAPITAL AVAILABLE FOR THE CAPITAL VISTA PLAZA PROJECT.**

The rehabilitation of the existing structure would qualify for federal historic tax credits. Traditional construction/permanent loan & private equity would provide the balance of financing.

### **III: AUDITED FINANCIAL STATEMENT AND BALANCE SHEET.**

We will be happy to make available the requested financial information to the appropriate Selection Committee Member(s).

### **IV: RECENT EXPERIENCE SECURING FINANCING FOR PROJECTS OF SIMILAR SIZE AND COMPLEXITY.**

Please see Appendix A for details on our recent projects. Please note, our Capitol Park Redevelopment Project in downtown Detroit consists of three phases and a total cost of \$104.7 million.

### **V: ABILITY TO OBTAIN SUFFICIENT BONDING CAPACITY AND INSURANCE.**

Please see Appendix M for the letter from our bonding agent and Appendix N for the letter from our insurance agent.





## **VII: FINANCIAL CAPACITY AND CAPABILITY (CONTINUED)**

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### **VI: BALANCE SHEET, CASH, OR CASH EQUIVALENTS SUFFICIENT TO IMPLEMENT THIS PROJECT.**

We will be happy to make available the requested financial information to the appropriate Selection Committee Member(s).

### **VII: ATTESTATION TO NO BANKRUPTCY IN LAST TEN (10) YEARS.**

Neither Karp and Associates LLC nor its principals (Richard M. Karp and Kevin J. Prater) have declared bankruptcy in the last ten (10) years.



VIII: CURRENT PROJECTS

Redacted-  
Current Projects



No

IX: LEGAL

Redacted  
Legal Disclosure



**KARP**  
+ ASSOCIATES

APPENDIX A: KARP AND ASSOCIATES RESUME

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**KARP**  
+ ASSOCIATES



## OVERVIEW

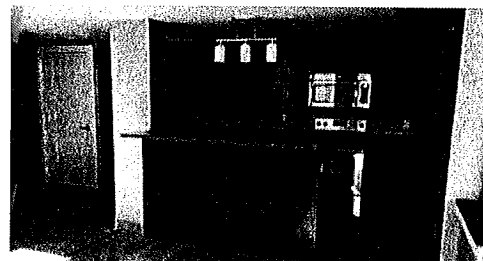
Karp and Associates was formed by Richard M. Karp in 2003 to respond to growing demand for development consulting and general development, and has worked in conjunction with, and independently of Buildtech Ltd. Construction Development. More recently, this has involved partnerships with quasi-public entities, universities and institutional banks. Its award winning work, which includes multi-family, office, retail and light manufacturing of both historic rehabilitation and new construction has taken it throughout the Midwest. Karp and Associates' commitment to community revitalization and historic rehabilitation are further expressed in regular speaking engagements and lectures on the topics of historic rehabilitation, mixed use and adaptive reuse, affordable housing, and development financing.

## PROJECTS OF INTEREST

**Capitol Park Redevelopment**, Total Development Cost of 3 Phases \$104.7MM.

**Detroit Savings Bank (Phase 1)**, Detroit MI. Formerly known as the Chamber of Commerce Building, it was Detroit's tallest building when first completed in 1895. It is presently the oldest standing steel-frame building in Detroit. Currently it is a mixed-use historic rehab, 112,000 sf total, 56 luxury loft apartments, 44,449 sf commercial space, \$37.3MM. Funding: CHRTC (federal and state credits), New Markets Credits, Brownfield Credits, NSP grant, OPRA property tax abatement and conventional mortgage. Sponsor role: owner, developer, general contractor and property manager. Status: Completed July 2015, stabilized as of March 2016. Actual residential rents are \$.16 psf higher than projected. Home to the Archdiocese of Detroit.

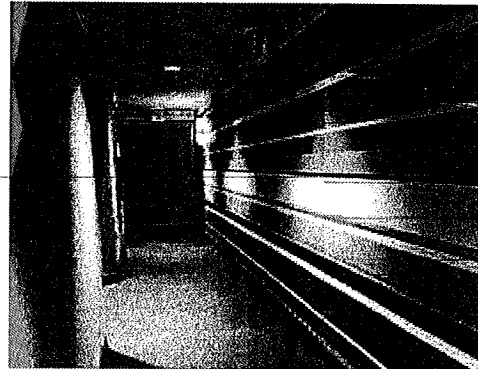
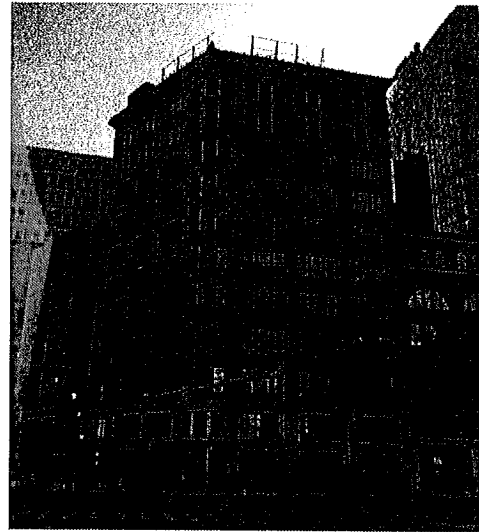
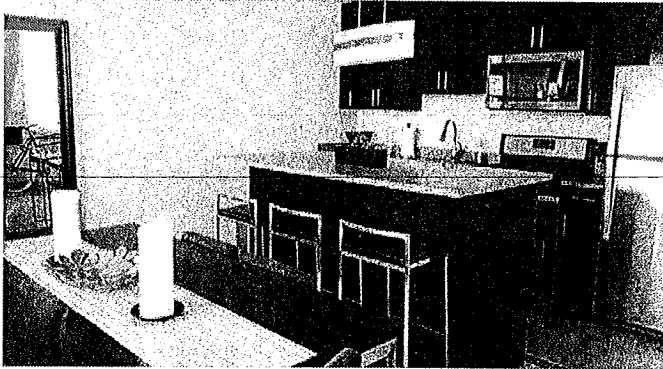
[www.DetroitSavingsBank.com](http://www.DetroitSavingsBank.com)



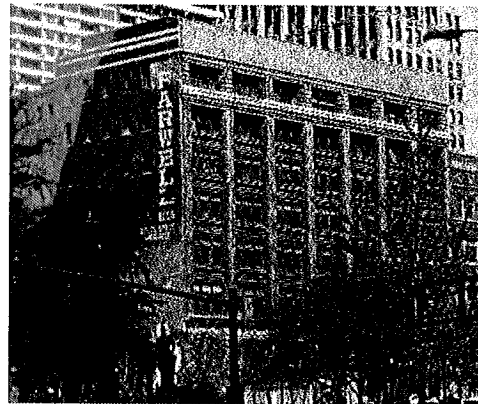


**Capitol Park Lofts (Phase 2)**, Detroit MI. Formerly known as the Capitol Park Building. Shortly after first completed in 1912, eight of the buildings eleven floors were occupied by a Detroit manufacturer until 1950. It is an example of speculative office buildings building Pre-Depression Detroit. Currently it is a mixed-use historic rehab, 81,036 sf total, 63 luxury loft apartments, 16,322 sf commercial space, \$28.3MM. Funding: CHRTC (federal and state credits), Brownfield Credits, OPRA property tax abatement and conventional mortgage. Sponsor role: owner, developer, general contractor, property manager. Status: Completed February 2017, stabilized as of June 2017.

[www.CapitolParkLofts.com](http://www.CapitolParkLofts.com)



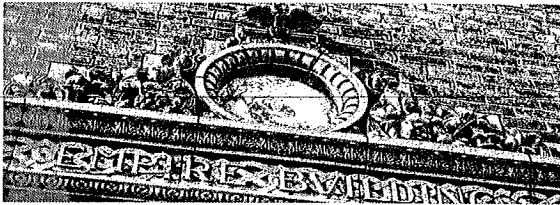
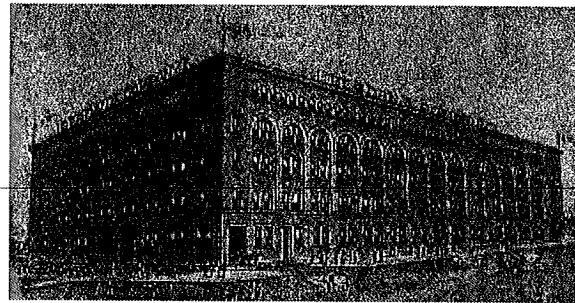
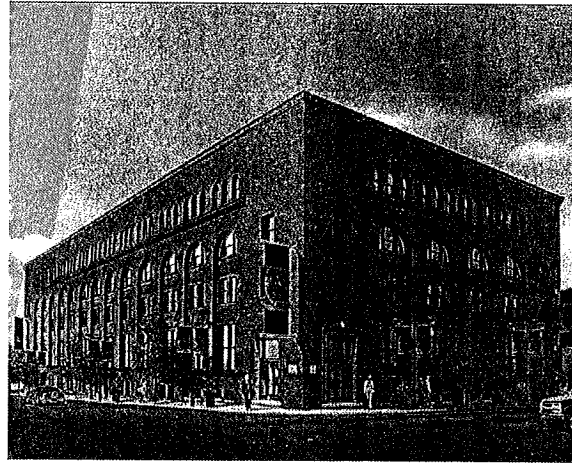
**The Farwell (Phase 3)**, Detroit MI. Designed by Harrie W. Bonnah, this steel framed building opened in 1915. The interior was highlighted by architectural iron and bronze work, a Tiffany mosaic ceiling and Skyros veined marble walls in the main vestibule, although only remnants of these materials remain today. Currently it is a mixed-use historic rehab, 110,948 sf total, 83 luxury loft apartments, 25,582 sf commercial space \$39.1MM. Funding: CHRTC (federal and state credits), Brownfield Credits, NSP grant, OPRA property tax abatement, and conventional mortgage. Sponsor role: owner, developer, general contractor and property manager. Status: Acquired Q4 2014, Completion Q1 2018.





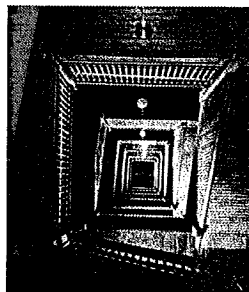
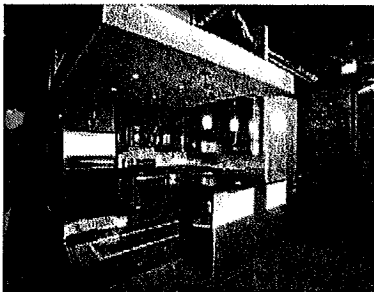
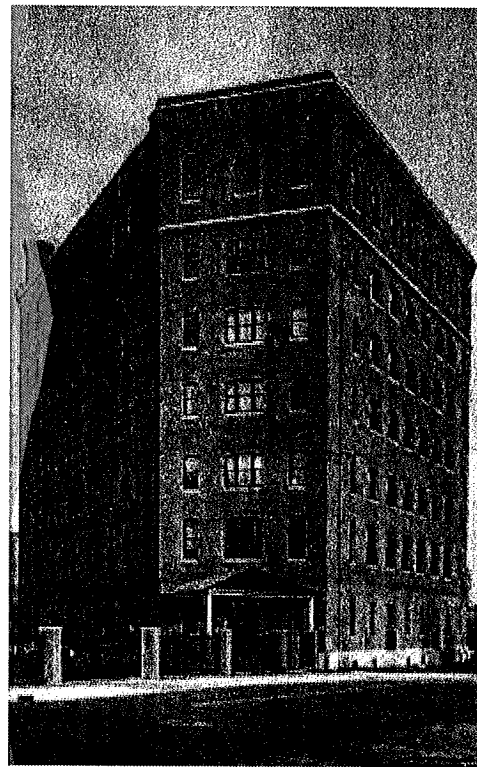
**The Berdan, Toledo OH.** Originally constructed in 1902 to provide warehouse space for the Berdan Company, a wholesale grocer in Toledo. It was designed by George S. Mills, the building is also an excellent example of commercial architecture from the era. Currently it is a mixed use historic rehab, 174,000 sf total, 115 market rate lofts, 5,000 sf retail space (across from home plate of Fifth Third Field), \$30.1MM. Funding: CHRTC (federal and state credits), CRA property tax abatement, NSP grant, conventional mortgage. Sponsor role: owner, developer, general contractor and property manager. Status: Purchased Q2 2013, Completion Q3 2017.

[www.TheBerdan.com](http://www.TheBerdan.com)



**The Standart, Toledo OH.** Originally built in 1906 by the Standart-Summons Hardware Company to warehouse their products for retail sale. It exemplifies classic architecture in the Warehouse District. Currently it is a multi-family historic rehab, 112,000 sf total, 75 luxury loft apartments, \$18.2MM. Funding: CHRTC (federal and state credits), CRA property tax abatement and conventional mortgage. Sponsor role: owner, developer, general contractor and property manager. Status: Completed December 2011, stabilized as of April 2012.

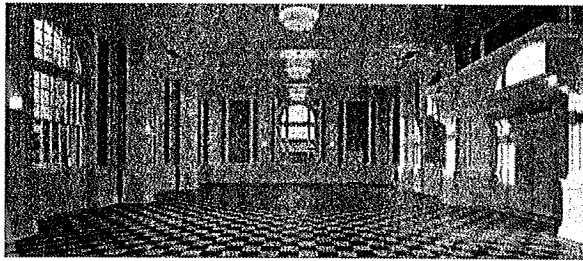
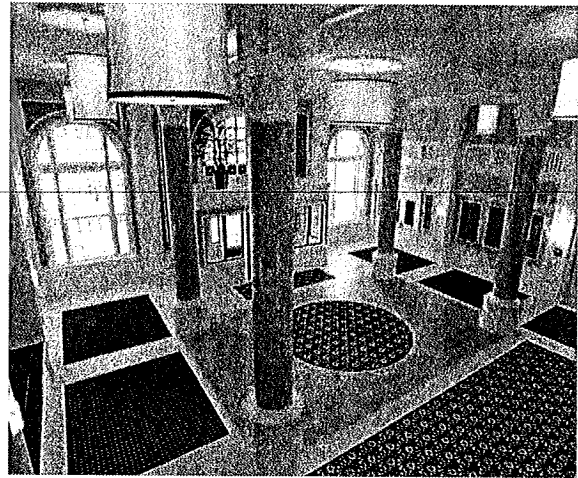
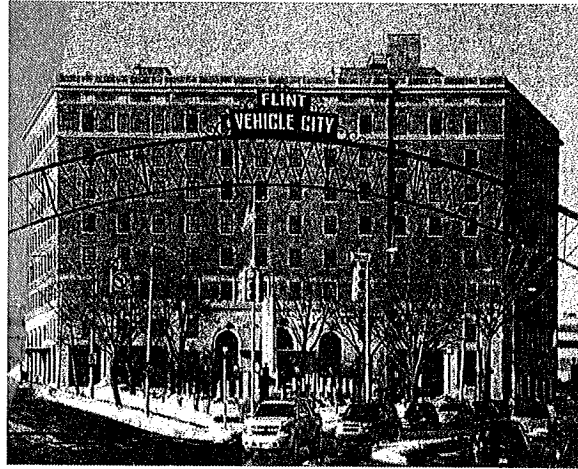
[www.StandartLofts.com](http://www.StandartLofts.com)



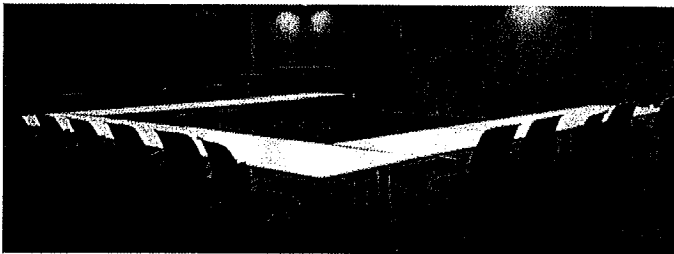


**The Durant**, Flint MI. Originally built in 1920, The Durant Hotel served as Flint's premier hotel for over 50 years. It provided luxury accommodations fit for the various dignitaries, celebrities and business leaders visiting General Motors from around the world. Currently it is a mixed-use historic rehab, 156,000 sf total, 93 luxury loft apartments, 19,000 sf commercial space, 256 space parking structure, \$41MM. Funding: CHRTC (federal and state credits) Brownfield bond, Brownfield MBT credits, MSHDA HOME funds, HUD EDI grant, private façade grant, C. S. Mott and Ford foundation grants and private mezzanine loan. Sponsor role: owner, developer, general contractor. Status: Completed September 2010, stabilized as of May 2011.

[www.TheDurant.com](http://www.TheDurant.com)



**230 North**, Lansing MI. Originally building 1969 to house the Michigan Dental Association. Currently it is an office building, 40,000 commercial space, \$6.3MM. Funding: Private Equity, Sponsor role: owner, developer, general contractor and property manager. Status: Acquired vacant in 2009, 100% redeveloped and stabilized as of Q4 2014.



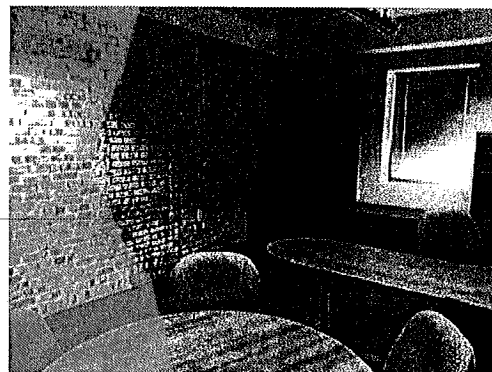
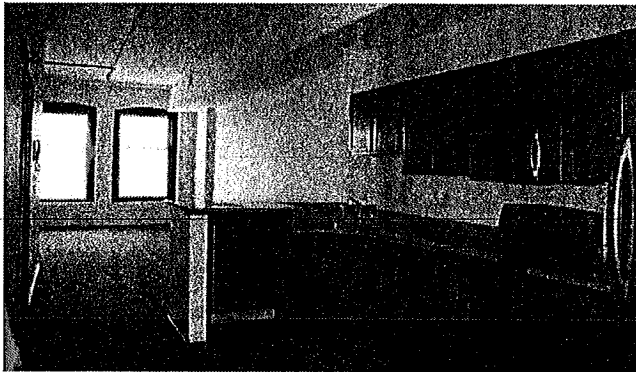


# **KARP**

**+ ASSOCIATES**

The Arbaugh, Lansing MI. When it was first completed in 1905 it was reputedly the tallest building and largest department store in Lansing named after its founder F. N. Arbaugh. Currently it is a mixed use historic rehab, 136,000 sf total, 48 luxury loft apartments, 20,000 sf commercial space, underground and surface parking, \$8.2MM. Funding: CHRTC, NMTC, CDBG, OPRA, conventional mortgage, and private grants. Sponsor role: owner, developer, general contractor. Status: Completed December 2005, stabilized as of May 2006.

[www.TheArbaugh.com](http://www.TheArbaugh.com)



## COMPANY DIRECTORY

Richard M. Karp – Principal

Kevin J. Prater – Principal

Keith A. Shaw – CFO

Beth R. Curran – Senior Accountant

Timothy A. Manley – Legal Associate





**Richard M. Karp**  
**CEO**

1234 Washington Blvd  
7<sup>th</sup> Floor  
Detroit, MI 48226

P: (517) 708-3003

M: (517) 719-3000

E: rk@buildtech.com

A Detroit native, Mr. Karp worked for the large institutional general contractor, Quadrants of Livonia, while attending Michigan State University's Building Construction Management Program at the onset of his 29 years of experience. After founding Buildtech Ltd. Construction • Development, he quickly was embraced as a leader in the revitalization of Lansing's Old Town. Utilizing various combinations of Historic Rehabilitation, New Markets, and Low Income Housing Tax Credits, along with HOME funds and other programs, he proceeded to adaptively reuse millions of square feet of historic commercial buildings for several non-profit organizations and for-profit entities, including projects for his own portfolio. Karp and Associates was formed to respond to growing demand for development consulting and general development, and has worked in conjunction with, and independently of Buildtech Ltd. More recently, this has involved partnerships with quasi-public entities, universities and institutional banks. His award-winning development and general contracting work, which includes multi-family, office, retail and light manufacturing of both historic rehabilitation and new construction has taken him throughout the Midwest. Mr. Karp's commitment to community revitalization and historic rehab are further expressed in regular speaking engagements and lectures on the topics of historic rehabilitation, mixed use and adaptive reuse, affordable housing, and development financing.

#### Memberships and Awards:

- 2012 Ohio Historic Preservation Merit Award (The Standart)
- 2011 CREW Detroit Impact Award (The Durant)
- 2011 Michigan Governor's Award for Historic Preservation (The Durant)
- 2011 Michigan Historic Preservation Network Tax Credit Award (The Durant)
- Genesee County Historical Society Heritage Award (The Durant)
- 2011 nominated for National Trust for Historic Preservation Honor Award (The Durant)
- 2008 Michigan Governor's Award for Historic Preservation (The Arbaugh)
- 2008 Michigan Historic Preservation Network Tax Credit Award (The Arbaugh)
- 1999 Lansing Historic District Commission Preservation Stewardship Award (Rork House)
- 1998 Main Street Entrepreneurial Spirit in Restoration of Historic Properties Award





**Kevin J. Prater**  
**President**

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7<sup>th</sup> Floor  
Detroit, MI 48226

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M: (517) 420-5090

E: [kprater@buildtech.com](mailto:kprater@buildtech.com)

Kevin J. Prater is the President of Buildtech Ltd. and has participated in a wide range of diverse, new and adaptive reuse development and construction projects throughout Michigan and northwest Ohio. After graduating from Michigan State University with a degree in Economics, he became involved in the early redevelopment of Lansing, Michigan. His first endeavor involved developing, building and operating a destination brewpub restaurant in a physically obsolete 30,000 square foot warehouse that was originally constructed in 1902. This development later spurred hundreds of new residential units, many pubs and restaurants. From there, he began to set his sights on loftier projects such as the redevelopment of a 315,000 square foot manufacturing facility into a premier live-work environment in Lansing's north end. This redevelopment took nearly a decade to complete; the first phase of this development involved an overwhelming amount of community outreach and negotiation to bring Lansing's first police precinct to the development. This project alone changed the face and perception of one of the city's most blighted and crime stricken areas. His development and project management work, includes office, retail, industrial and multi-family with aggregate construction value of \$132.3 million.

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**Education:**

- Michigan State University, Bachelor in Economics

**Memberships and Awards:**

- 2008 Michigan Governor's Award for Historic Preservation (The Durant)
- 2008 Michigan Historic Preservation Network Tax Credit Award (The Durant)
- 2011 Michigan Governor's Award for Historic Preservation (The Durant)
- 2011 Michigan Historic Preservation Network Tax Credit Award (The Durant)
- 2012 Ohio Historic Preservation Office Merit Award (Standart Lofts)
- Nominated for National Trust for Historic Preservation's National Preservation Honor Award.

**Prior Project Overviews:**

- Motor Wheel Lofts / Historic rehabilitation into 119 apartments / Lansing MI / \$13MM
- Gillespie Group / New construction of 350 apartments and 100,000 sf retail space / Lansing MI / \$32.7MM
- Blue Coyote Brewing Company / Historic rehabilitation into 13 apartments and 20,000 sf commercial space / \$1.5MM





**Keith A. Shaw, CPA  
CFO**

401 S. Washington Square  
Suite 102  
Lansing, MI 48933

P: (517) 708-2099

M: (517) 898-2274

E: kshaw@buildtech.com

Keith has over 20 years of experience in accounting, tax and finance. As a CPA with a background in public accounting, he has exposure to a wide variety of different industries. He also has extensive experience in developing legal structures that balance legal, tax, business and regulatory needs.

As CFO, Keith is accustomed to the ever-changing demands of multiple projects, growing businesses and investor/owner relations.

**Education and Certifications:**

- Walsh College, Bachelor of Accountancy

**Memberships and Awards:**

- AICPA/MACPA
- MENSA

**Prior Experience:**

- MiraMed Global Services / Anesthesia Business Consultants
  - Controller from 2010 to 2011
  - Director of Finance from 2008 to 2010
  - Medical Billing and Business Process Outsourcing company with more than 500 stateside employees and sales in 38 states
  - Monthly consolidation of 5 domestic and 1 foreign division requiring translation from IFRS to GAAP
  - Developed a revenue forecasting model for use by management in critical resource allocation decisions
  - Merged acquisitions into the flagship division to unify the brand identity
  - Recruited and trained finance team of nine responsible for issuing more than 900 client invoices and more than 500 vendor invoices on a monthly basis without company resources to help maintain morale
  - Built a framework to translate IT jargon into documentation required under GAAP for internally developed software
  - Ad-hoc analyses on business processes to help cut costs
- M.C. Kostrzewa & Company CPAs
  - Accountant/CPA from 1999 to 2008
  - Focus on Small Business, Medical Practice and Oil / Gas.
  - New business start-up planning.
  - Reduced staff by more than 50% through process improvements.
  - Prepare personal, corporate, trust and partnership tax returns and planning.





**Beth R. Curran**  
**Senior Accountant**

401 S. Washington Square  
Suite 102  
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E: bcurran@buildtech.com

Beth is an analytical, detail-oriented accountant with over 8 years of experience in the field. She is equipped with a broad knowledge of concepts and strategies to facilitate implementation of plans for continuing compliance, controls, and procedural improvements. As Senior Accountant, Beth has had extensive exposure to A/P, A/R, payroll, administering staff benefits, cost allocation, reconciling, property management, construction accounting, and ad hoc reporting. In this role, Beth handles a large number of operating accounts, monitors various financial transactions, and manages special projects to support managerial staff, the CFO, and owners.

#### Education and Certifications:

- Lansing Community College, Associate in Business, Accounting
- Central Michigan University, Bachelor of Applied Arts, Broadcast and Cinematic Arts – Minor in Photography

#### Prior Experience:

- Kenneth T. Beagle School PTO & Neff Early Childhood Center PTO
  - Treasurer from 2016 to Present
  - Pay all PTO bills as authorized by the board and maintain permanent records to track funds and financial transactions
  - Prepare annual budget for adoption by the organization along with reports for every meeting and an annual financial report
  - Ensure taxes and reports required by PTO bylaws, insurance, or federal and state governments are completed and submitted by the due dates
- First Nazarene Childcare Centers
  - Financial Assistant from 2009 to 2014
  - Payroll processing for over 50 employees including employee file setup and maintenance
  - Assist Finance Director, prepare month-end financial reporting, and facilitate annual budget preparation
  - Act as Child and Adult Care Food Program (CACFP) Coordinator. Duties include annual application, recordkeeping, monitoring, staff training, and claims filing in line with federal and State of Michigan requirements.
- WLNS TV 6 News
  - Director/Technical Director from 2002 to 2008
  - Accountable for getting live news shows on the air without technical errors
  - Collaborated with producers, and trained and supervised a staff of four
  - Knack for creating graphics and maps under deadlines on a daily basis





**Timothy A. Manley**  
**Legal Associate**

401 S. Washington Square  
Suite 102  
Lansing, MI 48933

P: (517) 331-9079

M: (810) 569-3098

E: [tmanley@buildtech.com](mailto:tmanley@buildtech.com)

Tim has 3 years of experience in the legal field, with a concentration on research and document drafting. Since joining Karp + Associates, and operating in association with legal counsel, he has reviewed loan and security agreements. He has also drafted and reviewed commercial leases and amendments for a broad range of tenants, meeting the needs of the parties in a highly detail-oriented, adaptive and responsive fashion. Additionally, he works with counsel in matters of business organization, including tasks such as entity formations and operating agreements. He has also been tasked with the filing for issues regarding governmental compliance, including proper registration with local agencies, ensuring that any issue that arises receives proper reporting and disclosure where the law requires. Prior to joining Karp + Associates, he worked in a number of demanding settings, including Michigan's Office of the Speaker of the House and one of Michigan's most successful boutique law firms, and has been counted on to produce a variety of legal documents under complex and time-sensitive situations.

**Education:**

- Western Michigan University Cooley Law School | Lansing, MI  
Juris Doctor (expected December of 2017)
- University of Michigan-Flint | Flint, MI Bachelor of Arts in  
Philosophy, April 2014

**Recent Experience:**

- Office of the Speaker of the House | Lansing, MI | Legislative Aide
  - Attending aide for Republican Policy Department's weekly committee meetings.
  - Tracked and performed research and data entry on a variety of legislative matters.
  - Performed document review and editing of all House Resolutions.
  - Drafted the weekly bill updates for the Michigan House of Representatives Republican Caucus.
  - Performed legal research and drafted memorandums for the legislative director.
- Frank J. Manley Law Firm | Flint, MI | Intern
  - Researched case law.
  - Attending aide for preliminary matters and trial.
  - Drafted, reviewed and filed various legal documents.
  - Involved in high-profile work, including professional athletes and political figures.



## LETTERS OF SUPPORT



MICHAEL P. BELL  
MAYOR

October 7, 2011

Professional Reference RE: Karp & Associates

To Whom It May Concern:

Please accept this correspondence as a very positive reflection of our relationship with the firm of Karp & Associates.

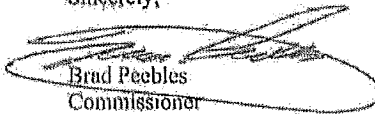
The City of Toledo enjoys a very productive and beneficial partnership with principals Richard Karp and Kevin Prater. With a very open minded approach in their endeavor to assist Toledo with re-development efforts of our Warehouse District, they serve as a resource not only to the city but others evaluating similar opportunities. Their knowledge and proven success in the area of re-development has proven to be very useful in re-thinking how the City should pursue the re-birth of our Downtown.

Karp & Associates are currently restoring a Toledo icon, creating the signature and gateway into the Downtown Toledo with the renovation of the "Triangle Building". This once believed to be impossible project by local developers, has turned out to be a very attractive and viable development initiative, maximizing the unique characteristics of this structure, which has stood vacant for years.

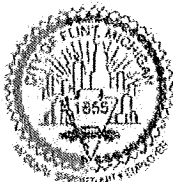
As partners investing in the future success of Toledo, Karp & Associates have earned the much deserved recognition and respect as sought after investors in other possible redevelopment efforts within our community.

Having the privilege of working directly with these gentlemen and their firm, I am very confident they will be an asset within any community they chose to invest. I would invite anyone who would like to discuss in greater detail the positive relationship between the City of Toledo and Karp & Associates to contact our offices.

Sincerely,

  
Brad Peebles  
Commissioner  
Development and Regional Affairs





**CITY OF FLINT**

**Dayne Walling**  
Mayor

Professional Reference RE: Karp and Associates

To All Interested Parties:

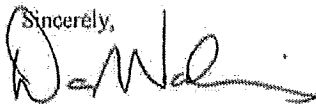
It is my pleasure to refer Karp and Associates.

Having been elected Mayor of Flint in the middle of Richard Karp's Durant Hotel redevelopment, I've had the opportunity to work directly with he and his partner Kevin Prater. The Durant Hotel, which needs to be seen to be believed, stood for over 35 years vacant and blighted, as a symbol of the failure and hopelessness that had befallen Flint for so many decades. No fewer than six other redevelopment attempts failed prior to Richard agreeing to tackle this daunting challenge. After assembling a highly complex finance package of 14 different sources, hope sprang once again for the iconic structure. The beautifully finished redevelopment leased up faster than any of us would have predicted and now stands as a phenomenal success story that has spurred many times more its investment in other economic activity. I strongly encourage anyone to take a look at the impact this structure has made on our downtown along with the successful community partnership with the Genesee County Land Bank Authority, U of M Flint, Hurley Hospital, the CS Mott Foundation, Ford Foundation, the Community Foundation of Greater Flint, MSHDA, HUD, and the MEDC.

These 'white elephant' projects come with the steepest of uphill climbs and Flint has been inspired watching these two gentlemen conquer every obstacle and refuse to give up, no matter the level of adversity.

I can attest to not only their ability, but their integrity and commitment to the communities in which they work. Any community into which they venture should consider itself fortunate.

Please feel free to contact me with any questions relating to them.

Sincerely,  


Dayne Walling  
Mayor of Flint



# CAPITOL VISTA PLAZA PROJECT

**KARP**  
+ ASSOCIATES

## APPENDIX B: INSPIRATION AND DESIGN CAPITOL VISTA PLAZA





Pages 29 -56

Redaction of Inspirational Designs

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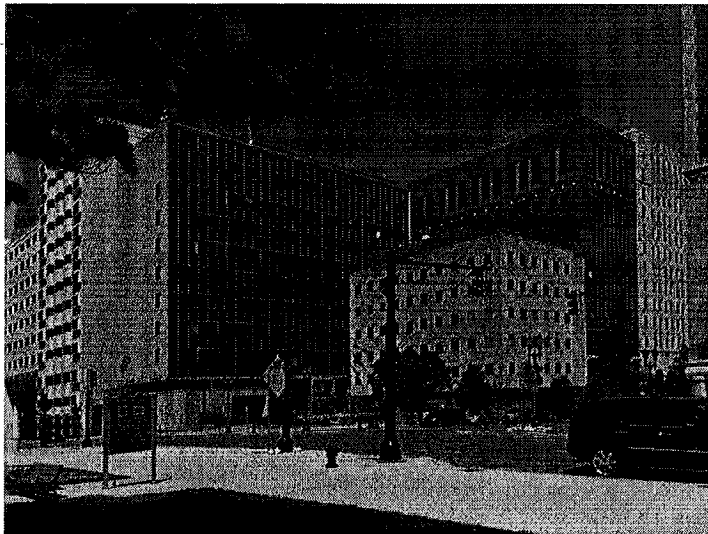


Pages 57 - 77

Redaction of Architectural Drawings

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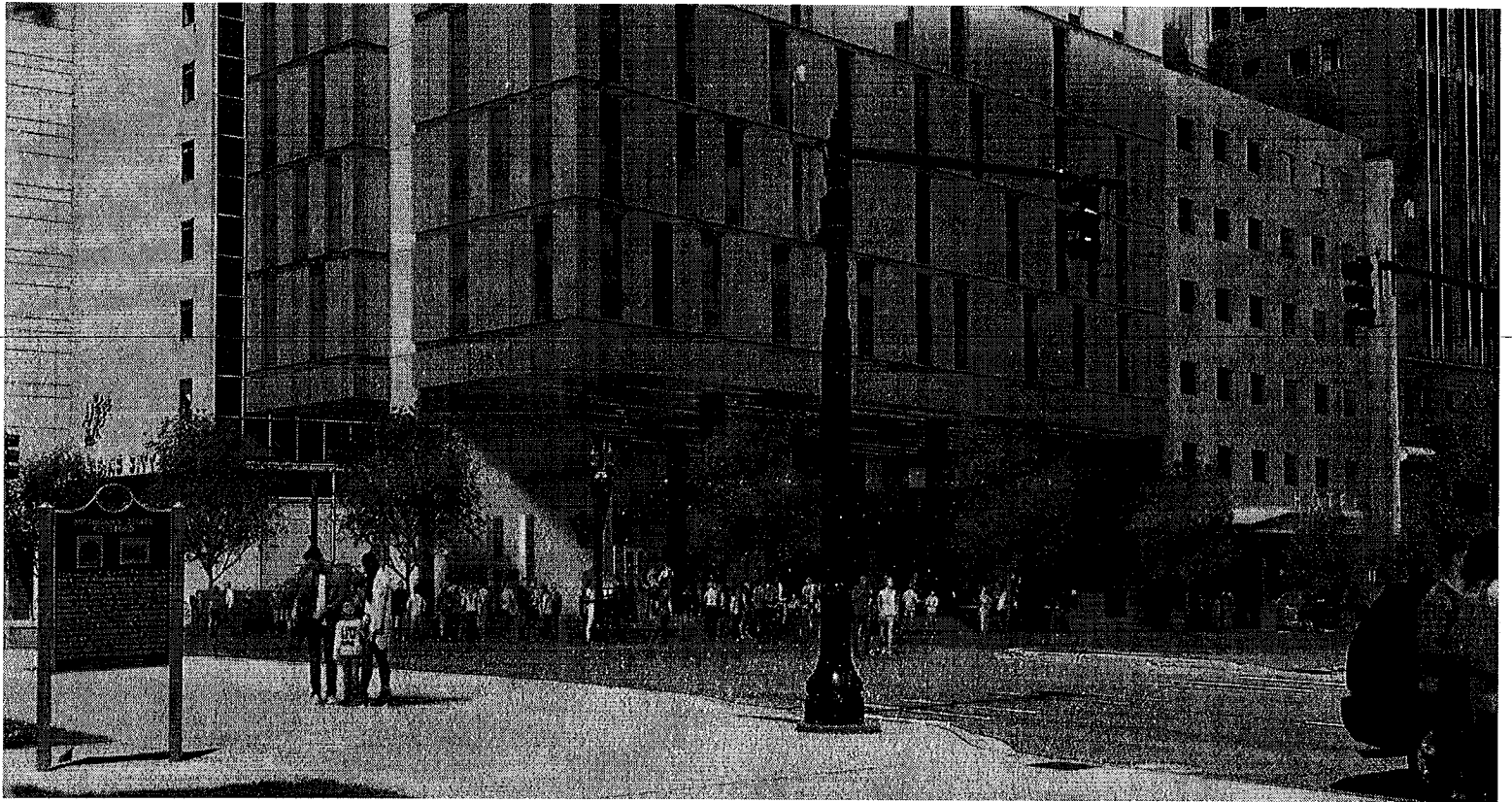




Proposed Adaptive Reuse





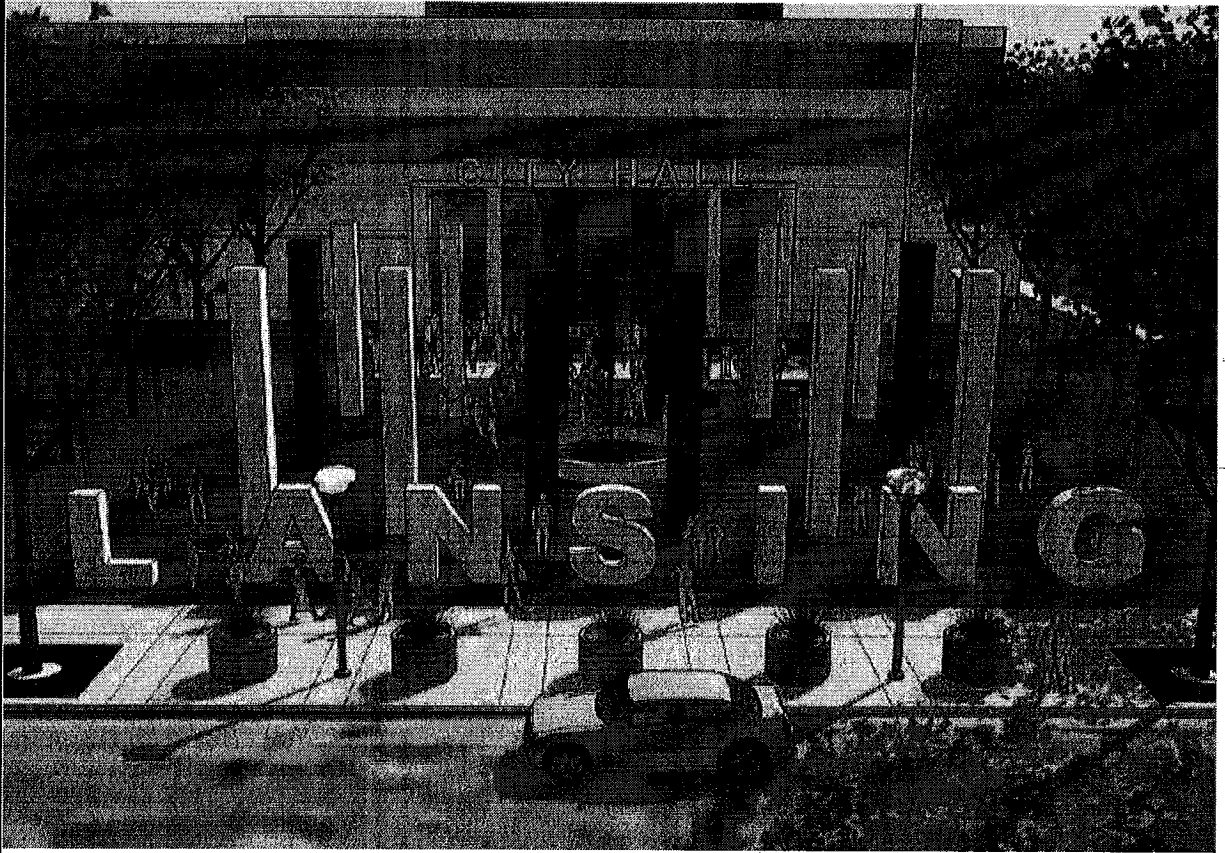


Proposed Capitol Vista Plaza Enhancement



**KARP**  
+ ASSOCIATES

## APPENDIX C: INSPIRATION AND DESIGN NEW CITY HALL





Pages 81 - 115

Redaction of Inspirational Designs

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Proposed Site





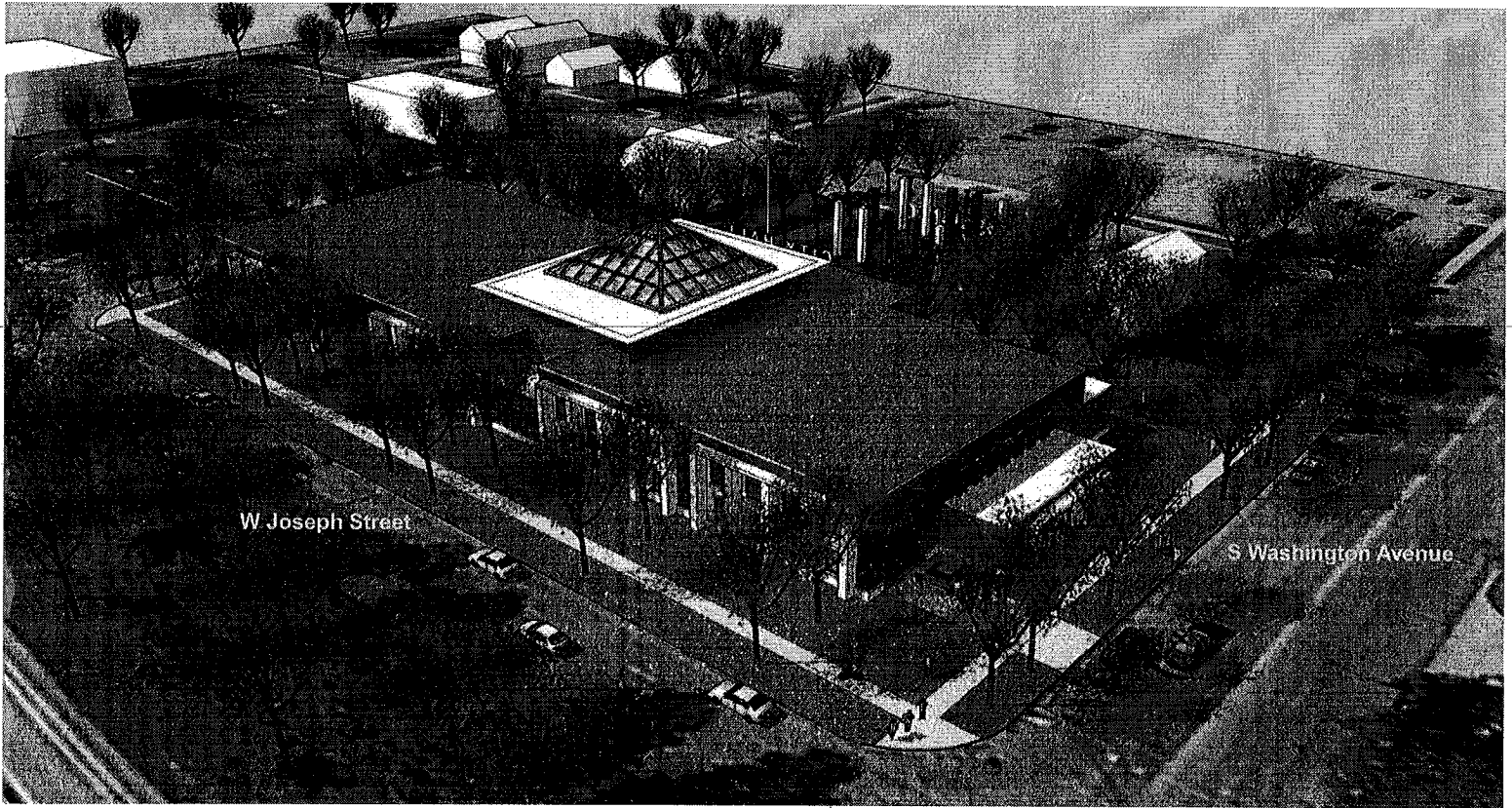
Concept A: Proposed City Hall & Police Station showing Vegetated Roof





Concept A :Birds Eye View looking North





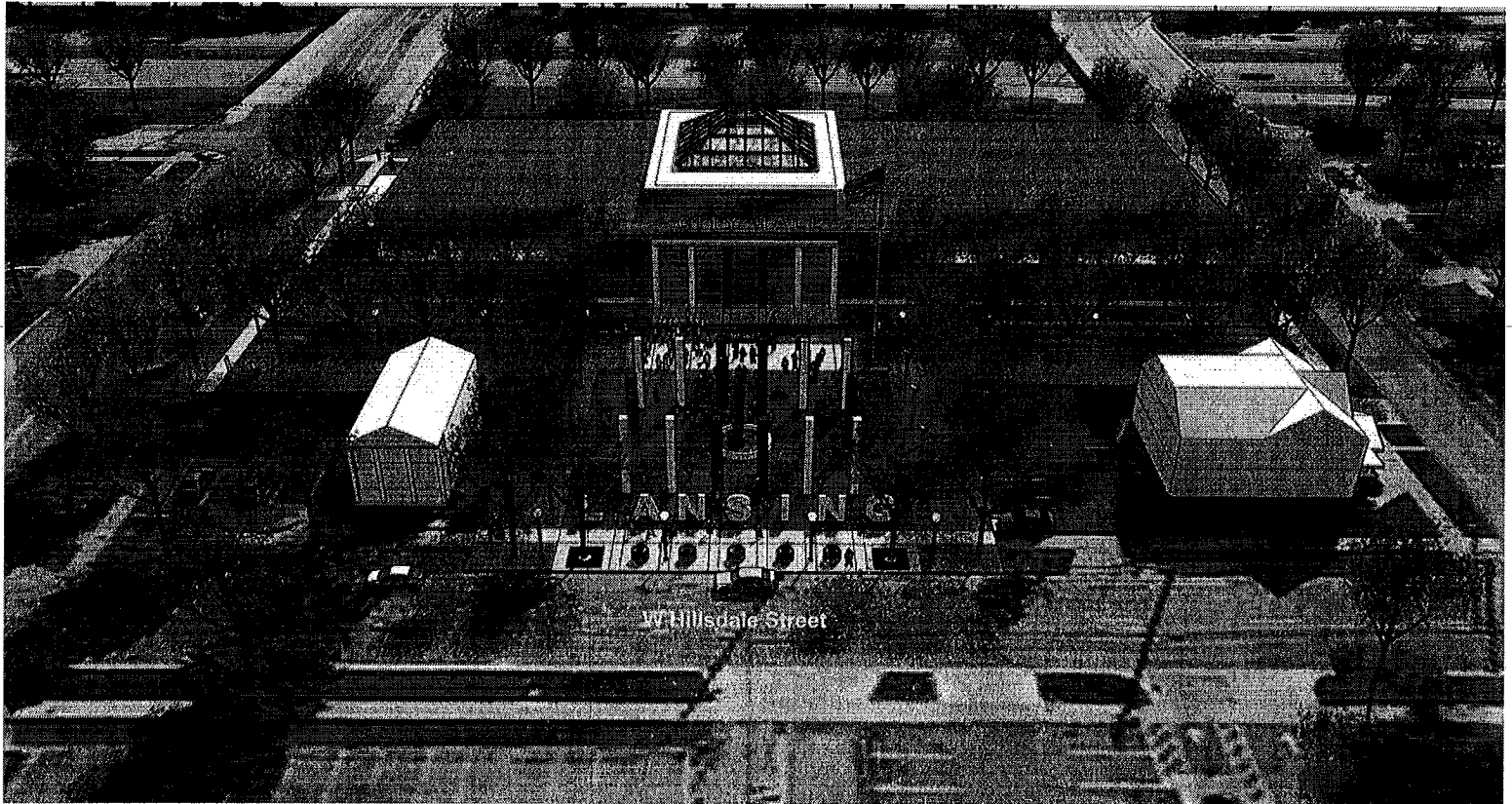
Concept A: Birds Eye View looking Northwest showing Central Atrium and Access to Underground Parking





Concept A: Birds Eye View looking Southwest showing Peristyle Plaza





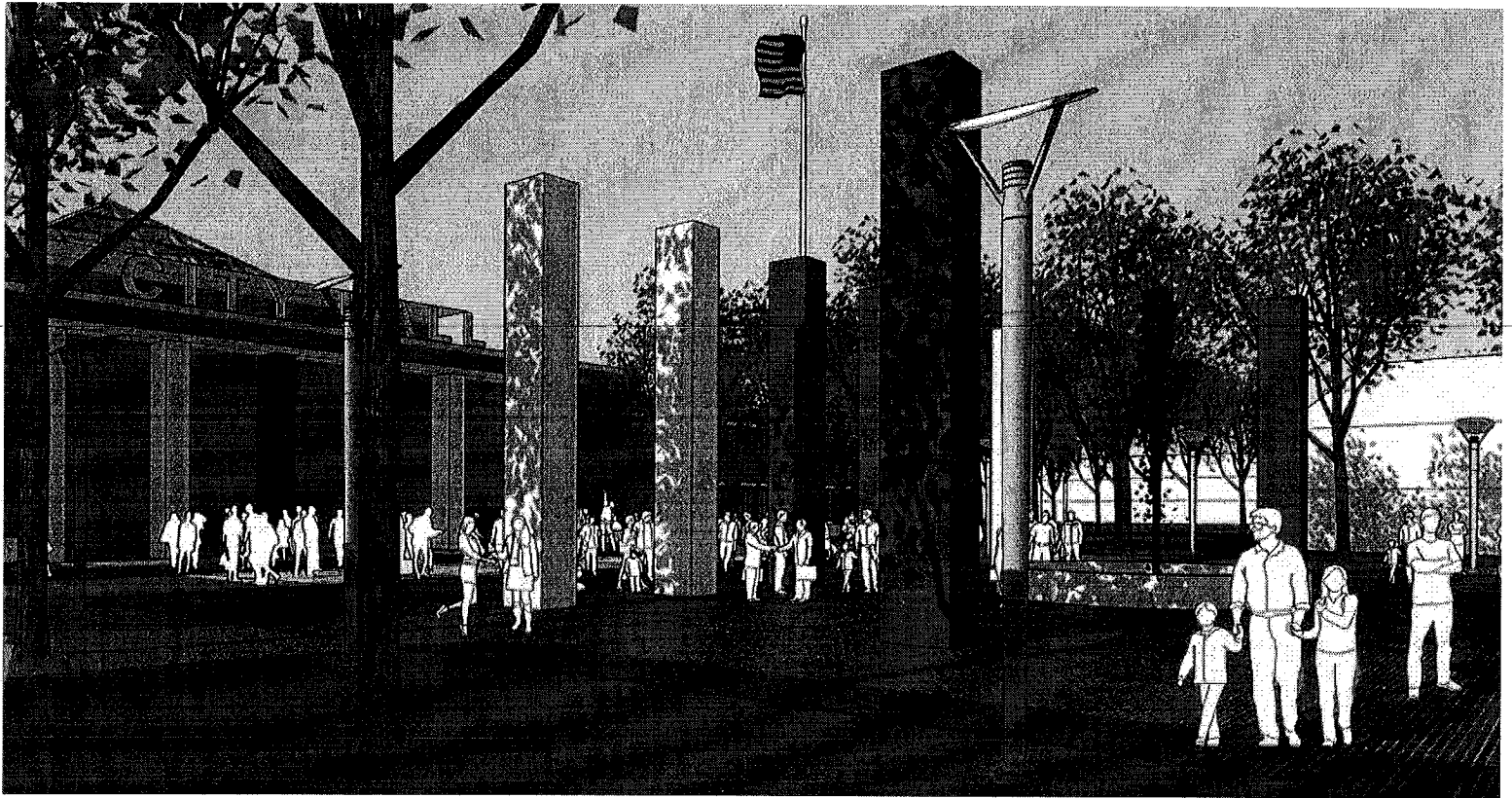
Concept A: Birds Eye View looking South showing Peristyle Plaza and Central Fountain





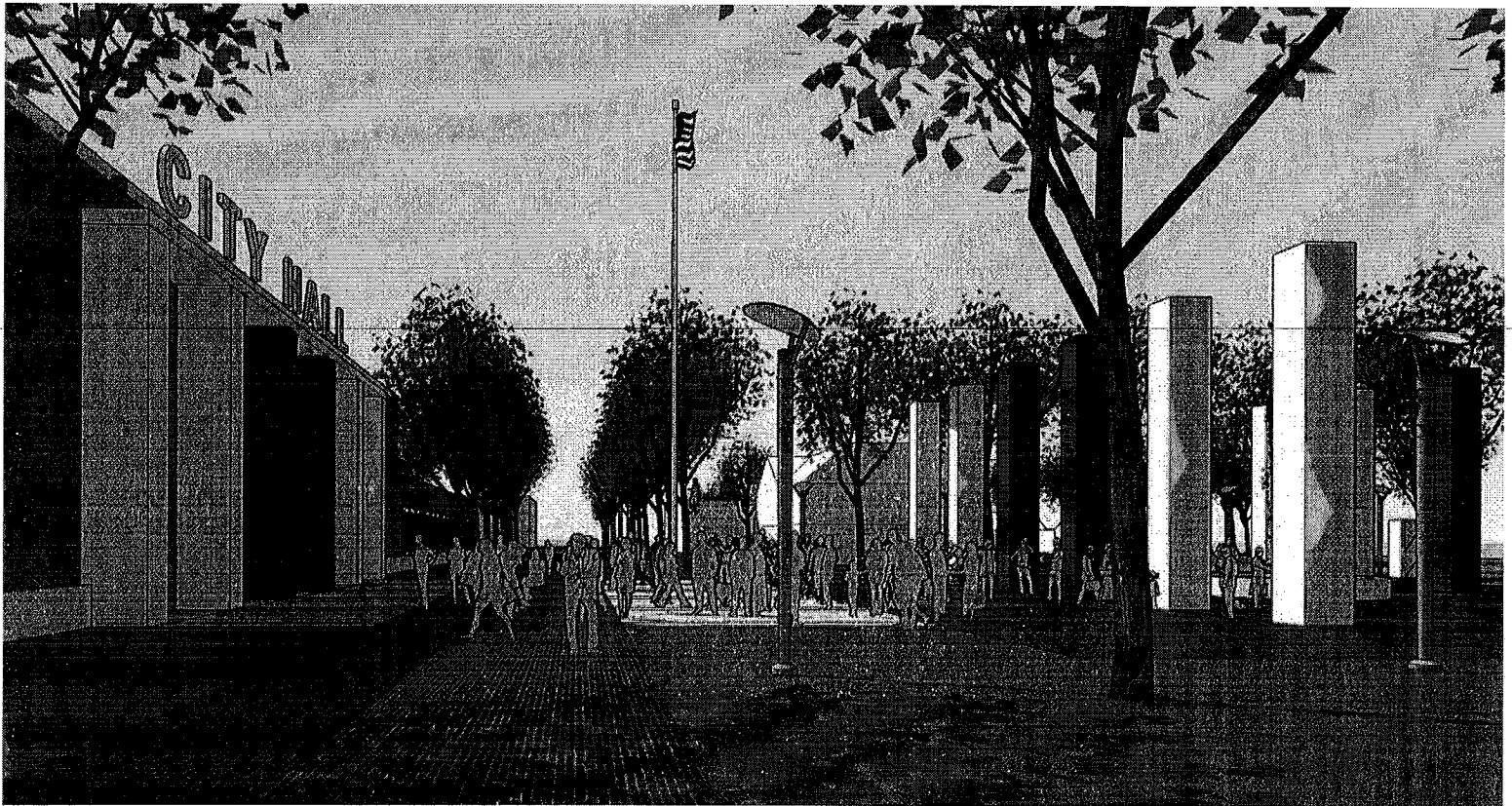
Concept A: Birds Eye View looking North at Peristyle Plaza with Iconic 10' High LANSING Art Letters with Internal LED Illumination





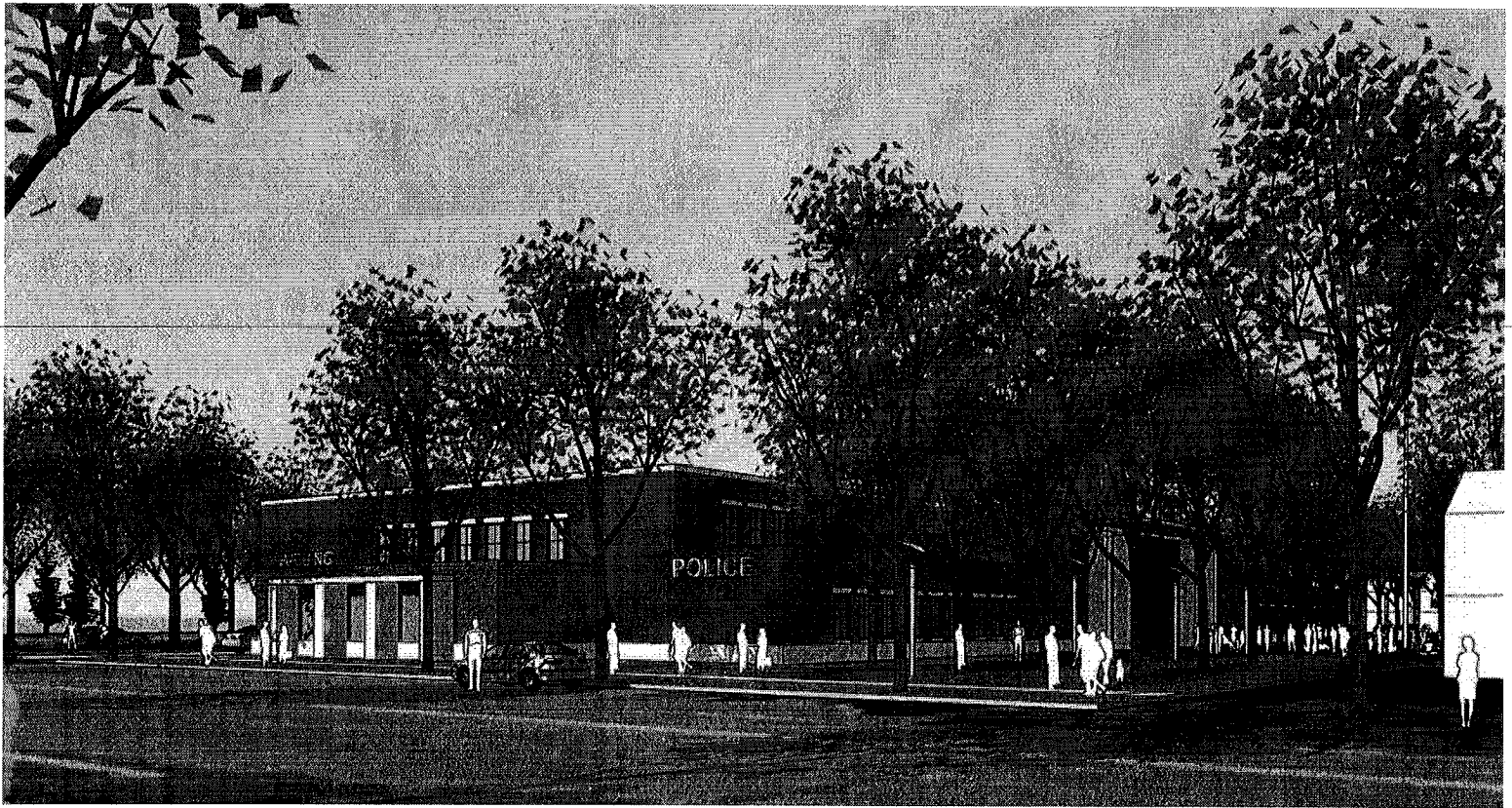
Concept A: Eye Level View Looking Southwest at Peristyle Plaza and Central Fountain





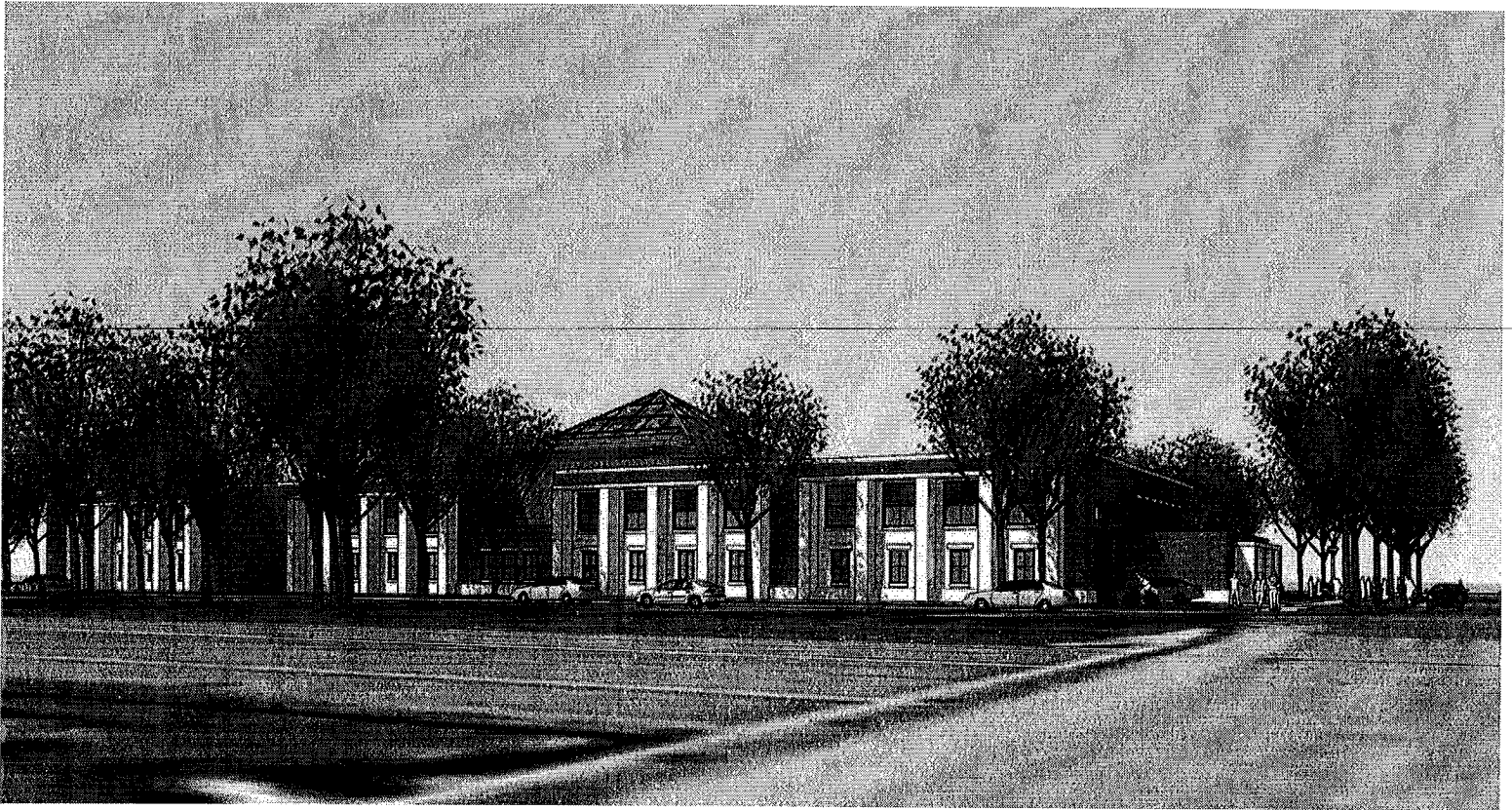
Concept A: Eye Level View looking West at Peristyle Plaza and East/West Pedestrian Walkway





Concept A: Eye Level View looking Southwest from S Washington Avenue at Police Station Wing and Entrance to Underground Parking





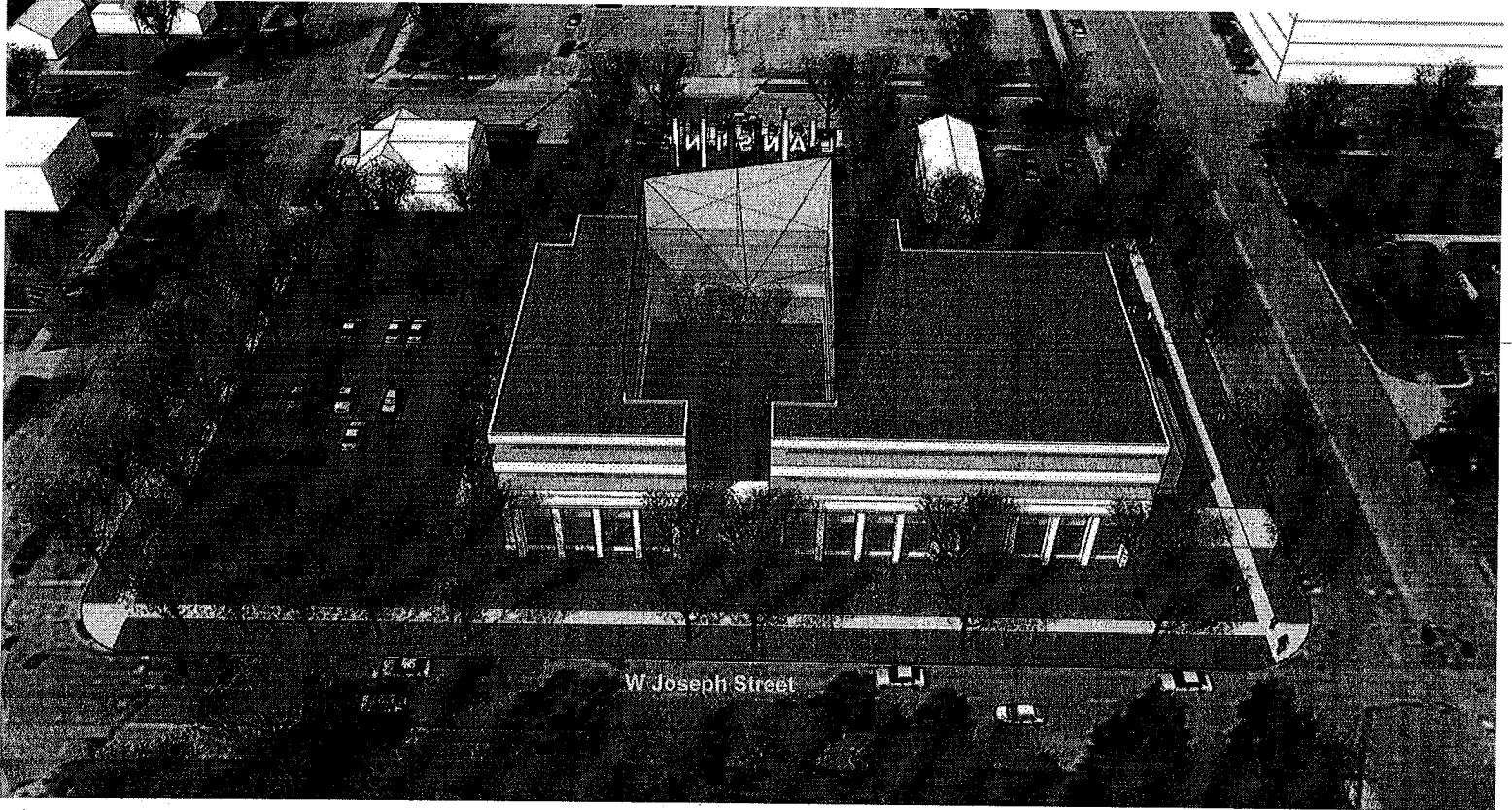
Concept A: Eye Level View looking Northwest from S Washington Avenue and I-469 Overpass





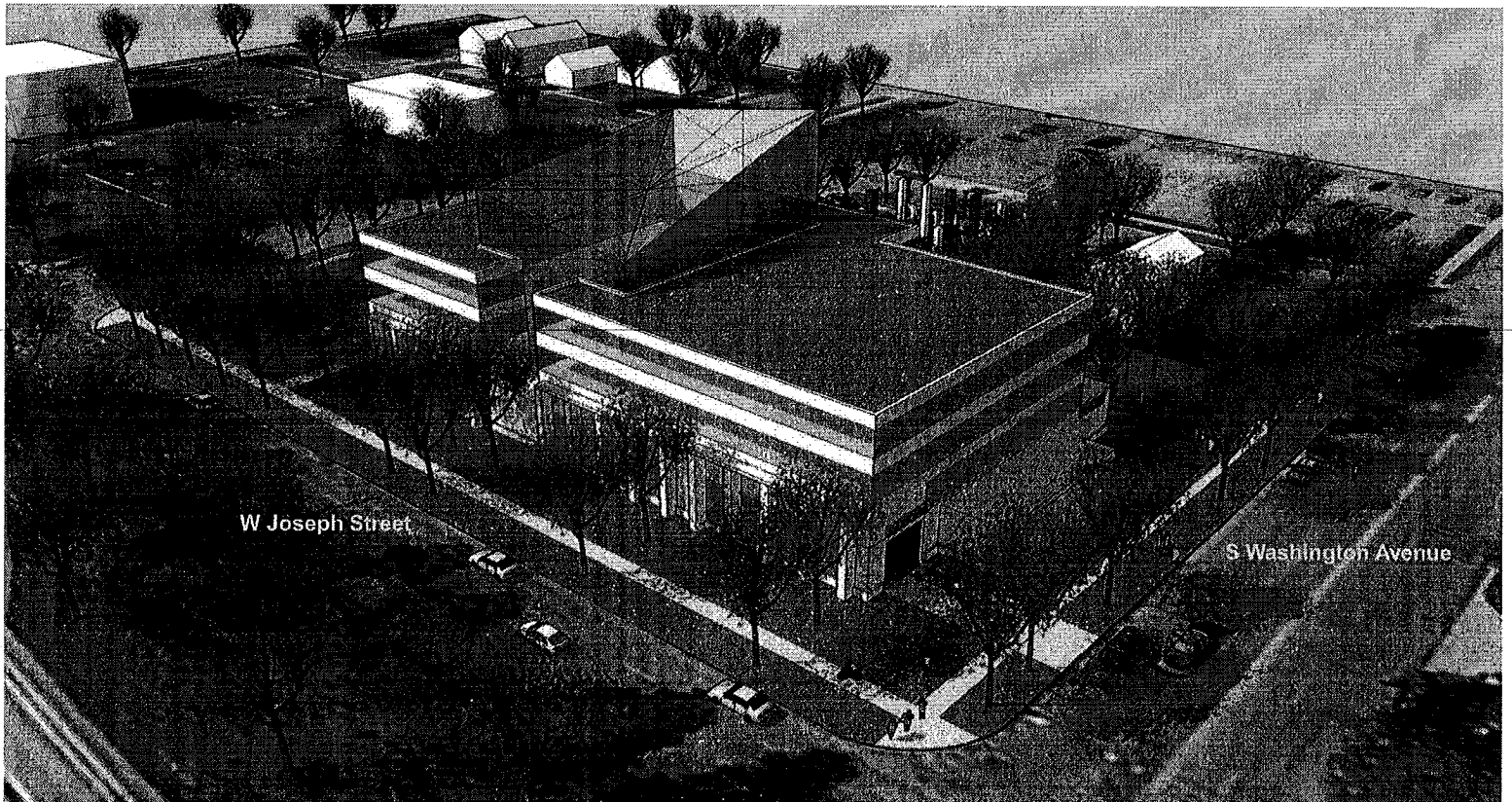
Concept B: Proposed City Hall & Police Station with 32 Space Parking Lot on Capitol Avenue





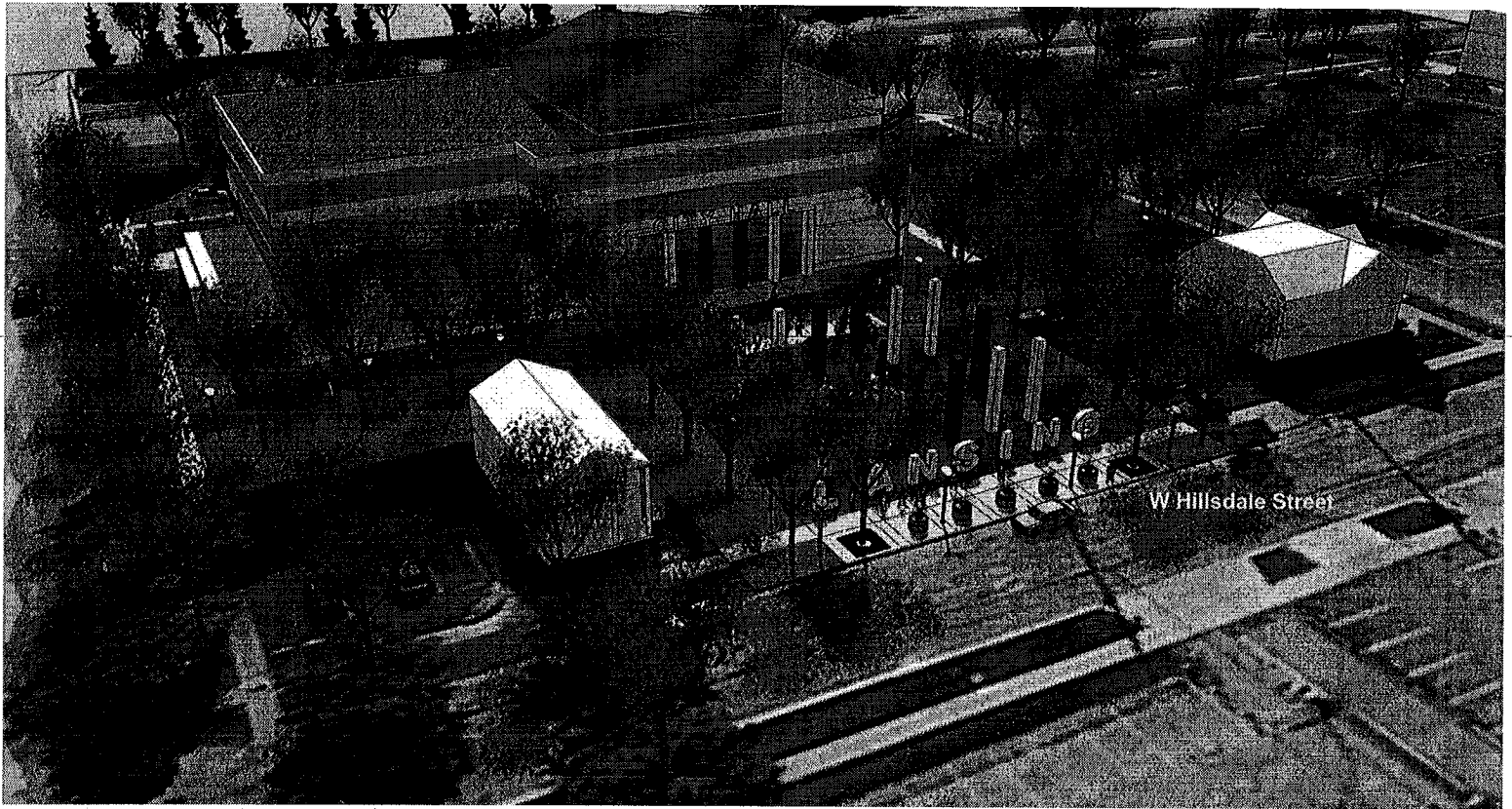
Concept B: Birds Eye View looking North showing a Large Central Atrium with Angled Glass Roof





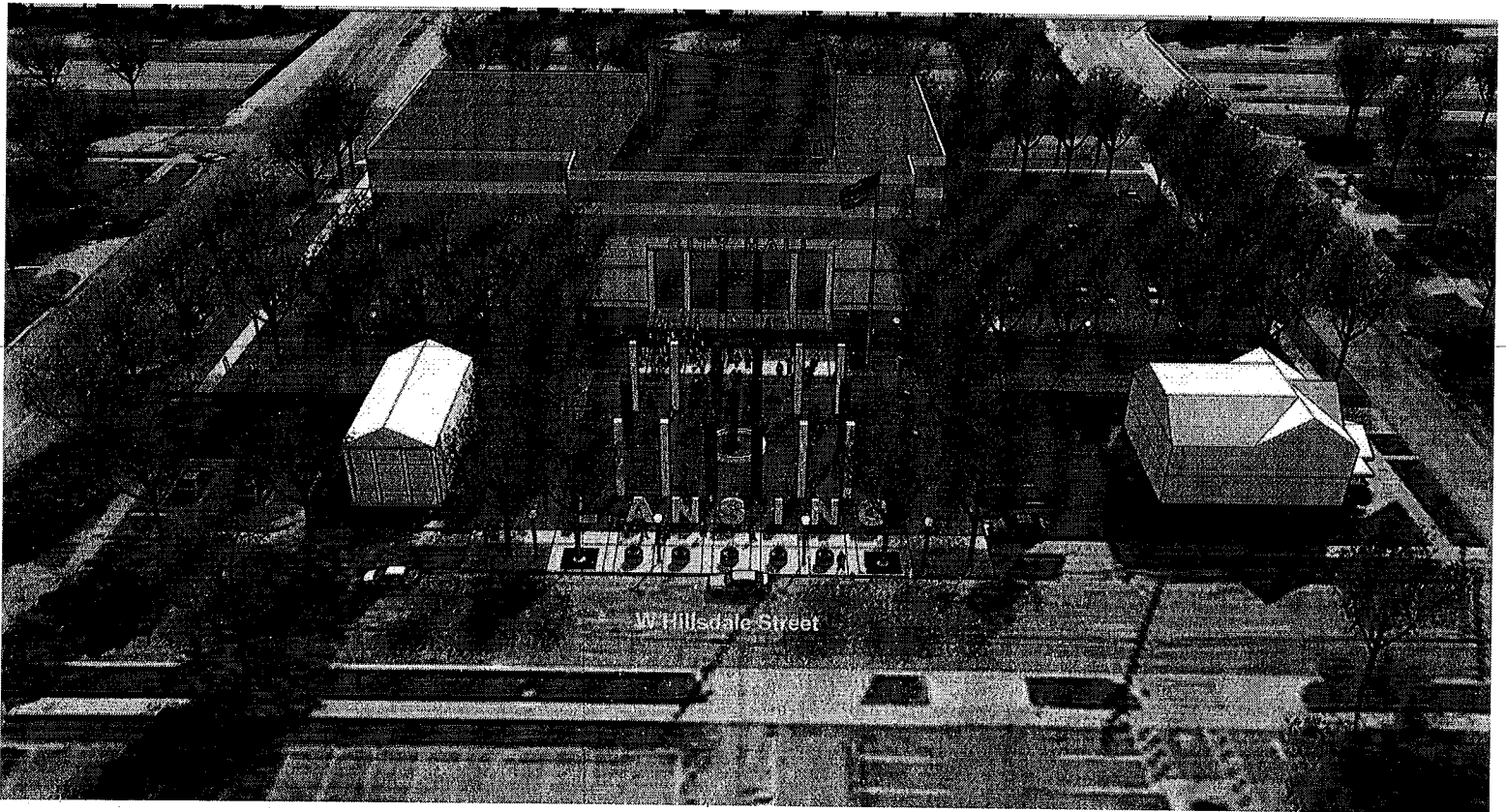
Concept B: Birds Eye View looking Northwest showing Large Central Atrium with Sloping Glass Roof and Access to Underground Parking





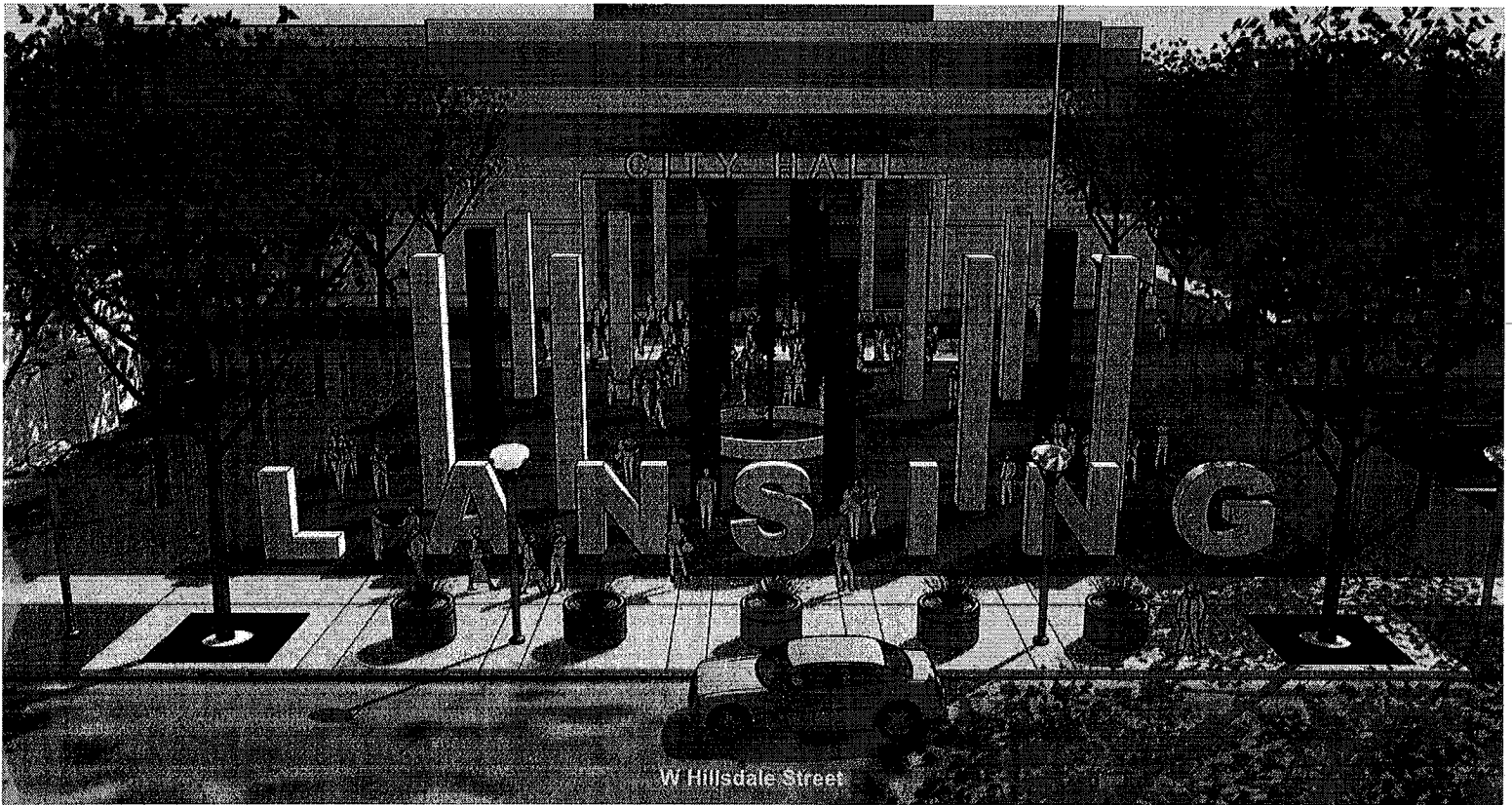
Concept B: Birds Eye View looking Southwest showing Peristyle Plaza





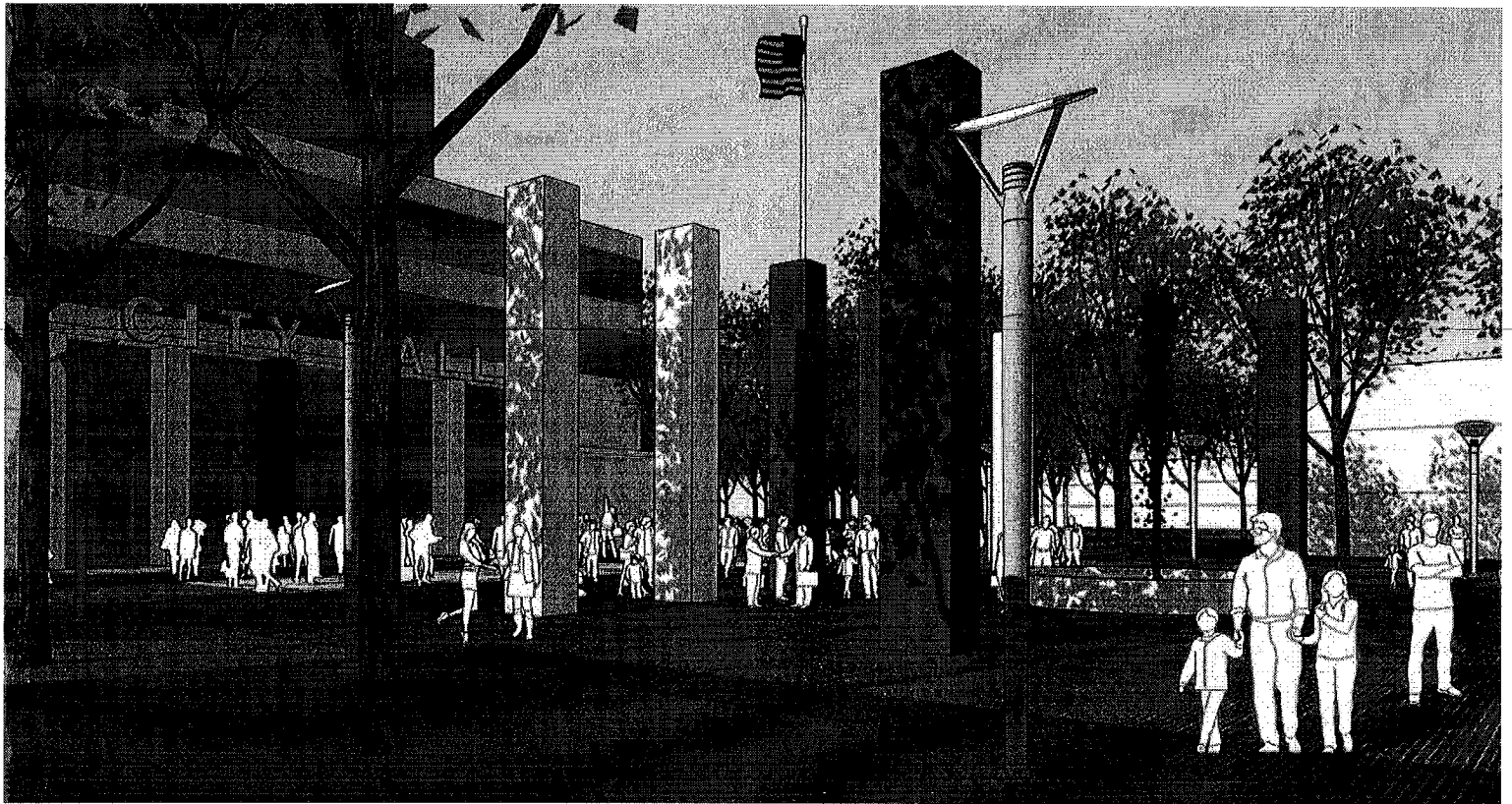
Birds Eye View looking South showing Peristyle Plaza and Central Fountain





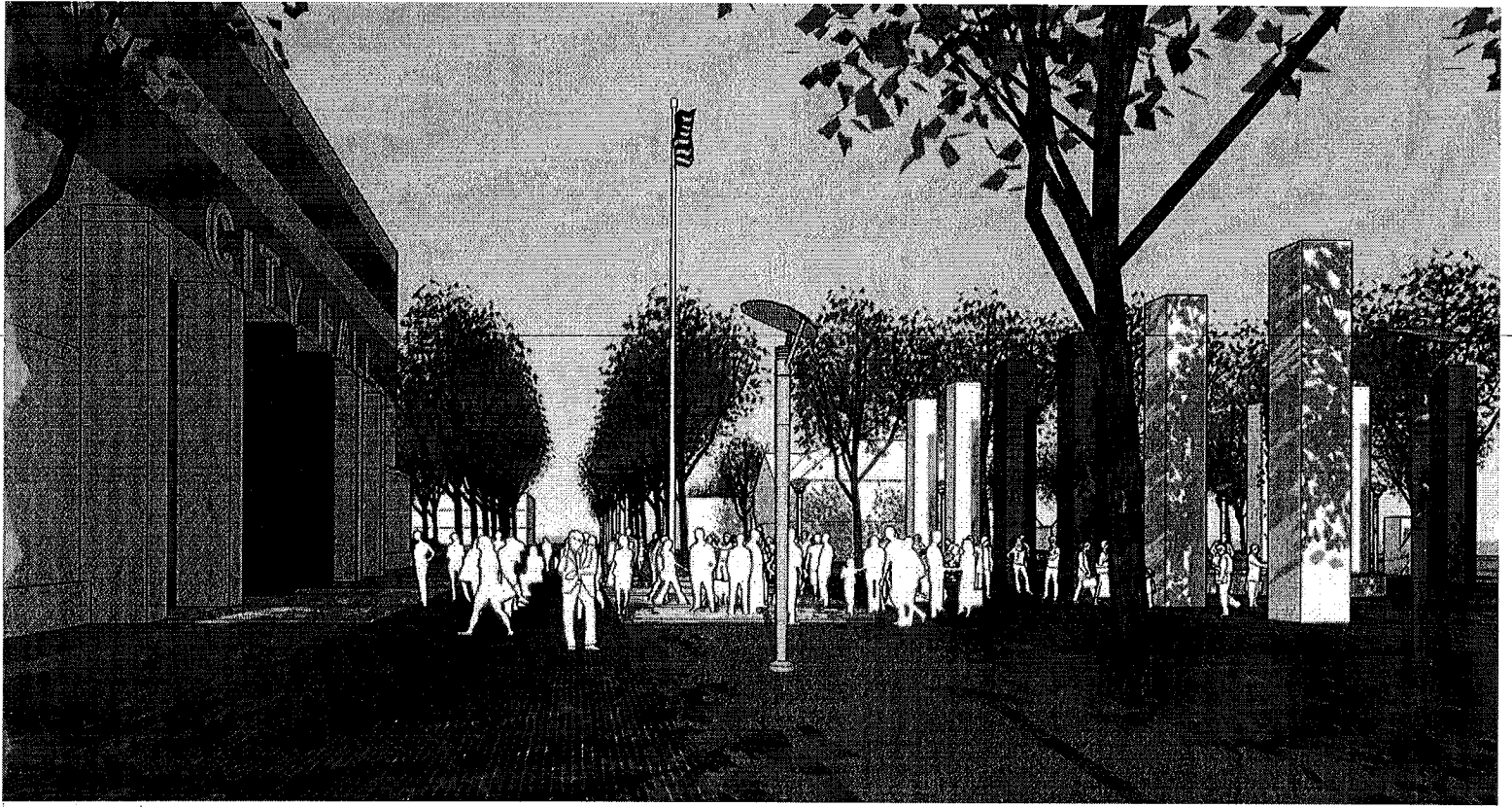
Birds Eye View looking North at Peristyle Plaza with Iconic 10' High LANSING Art Letters with Internal LED Illumination





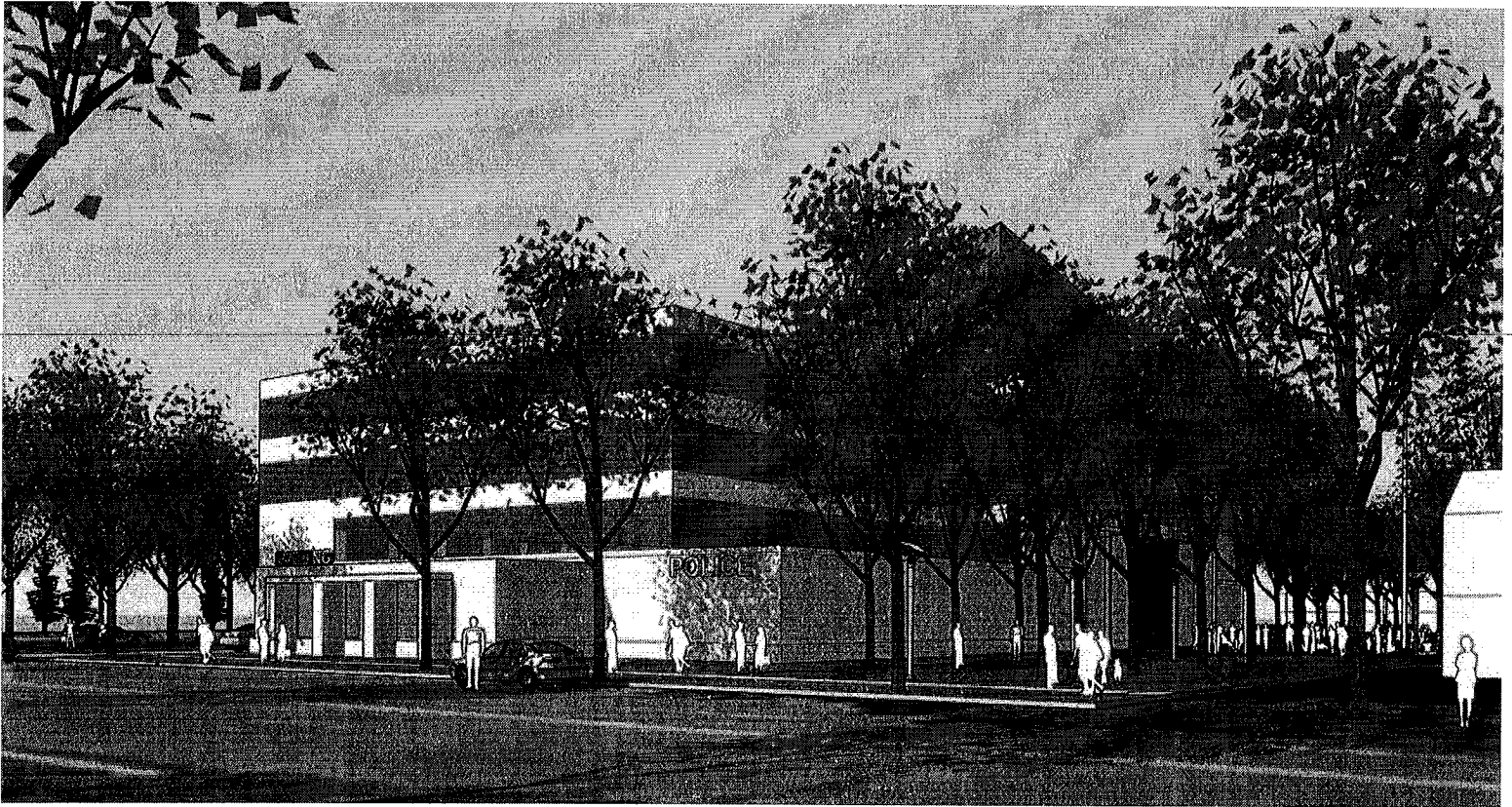
Concept B: Eye Level View Looking Southwest at Peristyle Plaza and Central Fountain





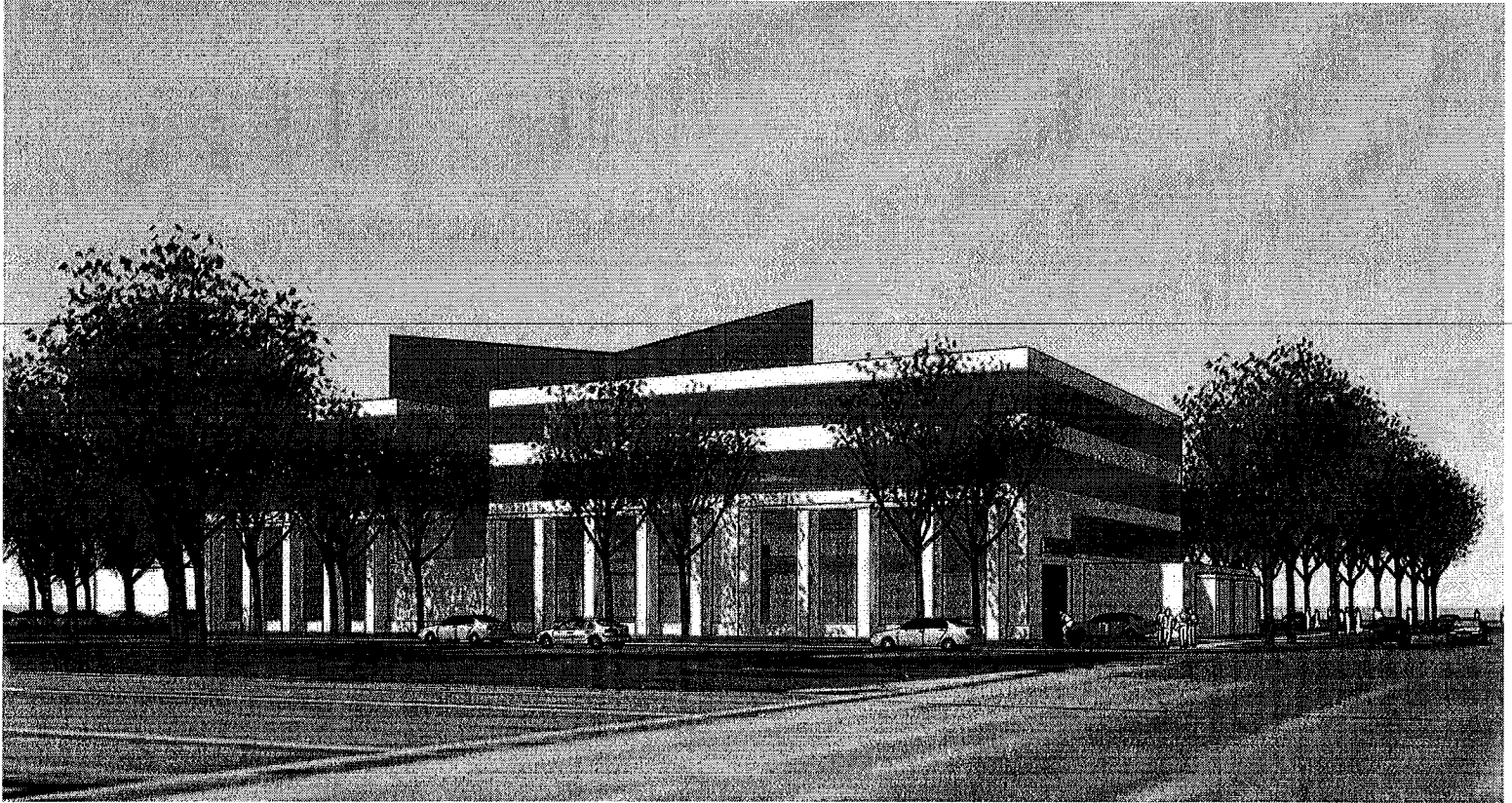
Concept B: Eye Level View looking West at Peristyle Plaza and East/West Pedestrian Walkway





Concept B: Eye Level View looking Southwest from S Washington Avenue at Police Station Wing and Entrance to Underground Parking





Concept B: Eye Level View looking Northwest from S Washington Avenue and I-469 Overpass



CAPITOL VISTA PLAZA PROJECT

**KARP**  
+ ASSOCIATES

APPENDIX D: BUILDTECH LTD. RESUME

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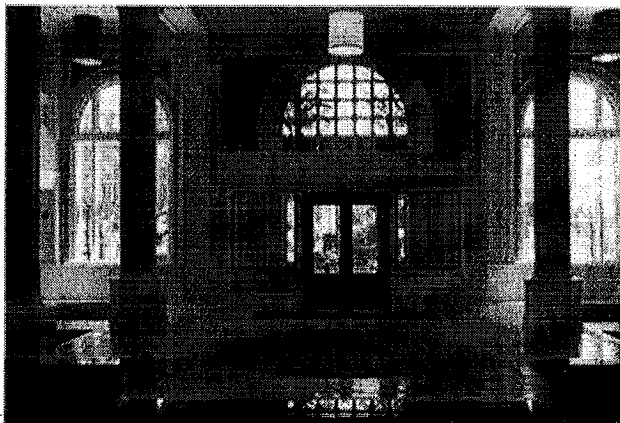






## OVERVIEW

Buildtech Ltd. Construction Development, founded in 1995, is a general contracting company that specializes in multi-family, office, retail and light manufacturing of both historic rehabilitation and new construction throughout the Midwest. Richard Karp, the CEO of Buildtech Ltd. and Kevin Prater, the President, have worked in close partnership for many years.



### On-Time Delivery

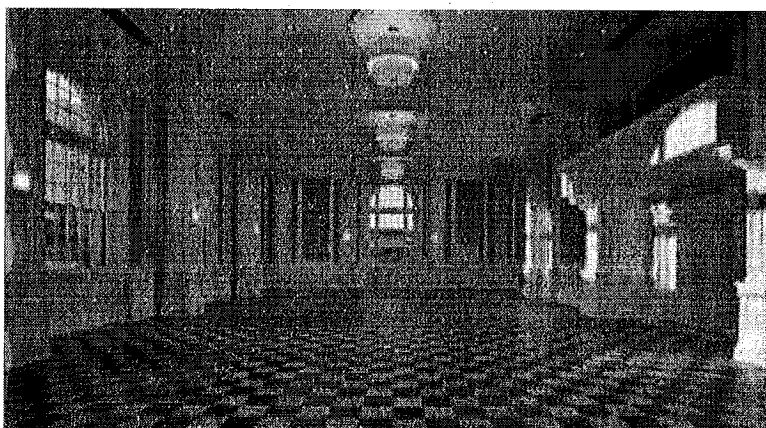
It is imperative that we deliver completed space on time. Not only are residential and commercial tenants relying upon our completion to manage their move-ins, but investors need reliable returns on their investment. Unexpected challenges are inevitable during construction, but our job is to anticipate these challenges and focus on solutions. We ensure timely delivery by scheduling effectively, managing risk and maintaining vendor relationships.

### Quality

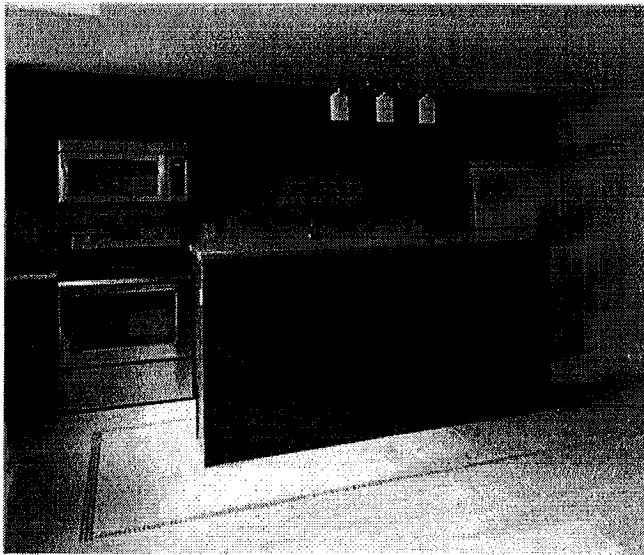
We build each project with the mindset that we will own it for a lifetime. Quality products are an important contribution to the profitability, sustainability and long-term revenue of a project. We take pride in the quality of our products and workmanship. Not only is the quality of our projects a reflection upon us, but it helps to define our tenants.

### Relevant Experience

Buildtech Ltd. is one of the Midwest's leading construction companies specializing in historic rehabilitation. Since its inception in 1995, Buildtech Ltd. has completed over \$90MM of work and has an additional \$73MM in upcoming projects. Our skilled team, many of who have over 20 years of experience in construction, has allowed the company to continue to grow.







## Local/Minority Business

We are dedicated to identifying minority owned and locally headquartered subcontractors for our projects. By working with these contractors, we help stimulate the local economy and provide opportunities for local business owners. Diversifying our workforce allows us to be more innovative and places us in a better position to understand our customer base. This effort helps to cement the positive impact that our projects have in urban cores.

## Safety

Safety is our top priority. Each on-site employee must go through safety training, including classes in Asbestos Awareness, Lead Awareness and CPR. We strive to maintain a safe working environment for our employees. Not only does this reduce injuries, but it also allows us to keep on pace and maintain productivity.

## Within Budget

Through value engineering and detailed cost analyses, we are able to keep projects on budget. We forecast costs realistically before submitting bids and take responsibility for staying on budget. Controlling costs is not always easy, but we take our obligation to the customer seriously and understand the importance of completing profitable job. Owners can be sure that our budgets will hold up through to completion.





## CURRENT PROJECTS

Redacted

## HIGHLIGHTED PROJECTS

***The Detroit Savings Bank***, Detroit MI

Mixed-use historic rehabilitation; 114,145 sf total

56 residential units; 44,449 sf commercial space

\$29MM construction contract; Completed: 2015

***230 North***, Lansing MI

Commercial rehabilitation; 40,000 sf total

All commercial space

\$2MM construction contract; Completed: 2014

***The Standart***, Toledo OH

Multi-family historic rehabilitation; 112,000 sf total

75 residential units

\$13MM construction contract; Completed: 2011

***The Durant***, Flint MI

Mixed-use historic rehabilitation; 156,000 sf total

93 residential units; 19,000 sf commercial space

\$28MM construction contract; Completed: 2010

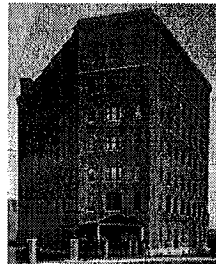
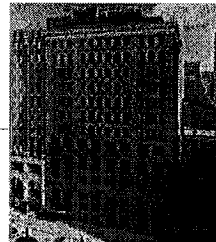
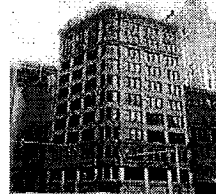
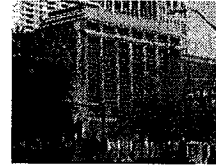
***The Arbaugh***, Lansing MI

Mixed-use historic rehabilitation; 136,000 sf total

48 residential units; 20,000 sf commercial space

\$5MM construction contract; Completed: 2005

In addition to the projects above, Buildtech Ltd. has been involved in many other redevelopments since its formation.





# COMPANY DIRECTORY

Richard M. Karp – CEO

P: (517) 708-3003

E: [rk@buildtech.com](mailto:rk@buildtech.com)

Kevin J. Prater – President

P: (517) 708-3002

E: [kprater@buildtech.com](mailto:kprater@buildtech.com)

Keith A. Shaw – CFO

P: (517) 708-3099

E: [kshaw@buildtech.com](mailto:kshaw@buildtech.com)

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William S. Goldberg – Project Manager

P: (248) 505-3042

E: [wgoldberg@buildtech.com](mailto:wgoldberg@buildtech.com)

Sarah J. Carter – Project Engineer

P: (517) 708-3002

E: [scarter@buildtech.com](mailto:scarter@buildtech.com)

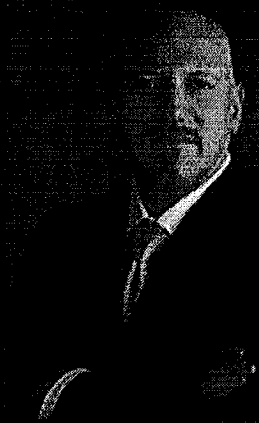
Robert J. Kleiman – Superintendent

P: (517) 896-6747

E: [rkleiman@buildtech.com](mailto:rkleiman@buildtech.com)







**Richard M. Karp**  
**CEO**

1234 Washington Blvd  
7<sup>th</sup> Floor  
Detroit, MI 48226

P: (517) 708-3003

M: (517) 719-3000

E: rk@buildtech.com

A Detroit native, Mr. Karp worked for the large institutional general contractor, Quadrants of Livonia, while attending Michigan State University's Building Construction Management Program at the onset of his 29 years of experience. After founding Buildtech Ltd. Construction • Development, he quickly was embraced as a leader in the revitalization of Lansing's Old Town. Utilizing various combinations of Historic Rehabilitation, New Markets, and Low Income Housing Tax Credits, along with HOME funds and other programs, he proceeded to adaptively reuse millions of square feet of historic commercial buildings for several non-profit organizations and for-profit entities, including projects for his own portfolio. Karp and Associates was formed to respond to growing demand for development consulting and general development, and has worked in conjunction with, and independently of Buildtech Ltd. More recently, this has involved partnerships with quasi-public entities, universities and institutional banks. His award-winning development and general contracting work, which includes multi-family, office, retail and light manufacturing of both historic rehabilitation and new construction has taken him throughout the Midwest. Mr. Karp's commitment to community revitalization and historic rehab are further expressed in regular speaking engagements and lectures on the topics of historic rehabilitation, mixed use and adaptive reuse, affordable housing, and development financing.

#### Memberships and Awards:

- 2012 Ohio Historic Preservation Merit Award (The Standart)
- 2011 CREW Detroit Impact Award (The Durant)
- 2011 Michigan Governor's Award for Historic Preservation (The Durant)
- 2011 Michigan Historic Preservation Network Tax Credit Award (The Durant)
- Genesee County Historical Society Heritage Award (The Durant)
- 2011 nominated for National Trust for Historic Preservation Honor Award (The Durant)
- 2008 Michigan Governor's Award for Historic Preservation (The Arbaugh)
- 2008 Michigan Historic Preservation Network Tax Credit Award (The Arbaugh)
- 1999 Lansing Historic District Commission Preservation Stewardship Award (Rork House)
- 1998 Main Street Entrepreneurial Spirit in Restoration of Historic Properties Award



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DETROIT, MI 48226  
OFFICE: (517) 374-7704





**Kevin J. Prater**  
**President**

1234 Washington Blvd  
7<sup>th</sup> Floor  
Detroit, MI 48226

P: (517) 374-3002

M: (517) 420-5090

E: kprater@buildtech.com

Kevin J. Prater is the President of Buildtech Ltd. and has participated in a wide range of diverse, new and adaptive reuse development and construction projects throughout Michigan and northwest Ohio. After graduating from Michigan State University with a degree in Economics, he became involved in the early redevelopment of Lansing, Michigan. His first endeavor involved developing, building and operating a destination brewpub restaurant in a physically obsolete 30,000 square foot warehouse that was originally constructed in 1902. This development later spurred hundreds of new residential units, many pubs and restaurants. From there, he began to set his sights on loftier projects such as the redevelopment of a 315,000 square foot manufacturing facility into a premier live-work environment in Lansing's north end. This redevelopment took nearly a decade to complete; the first phase of this development involved an overwhelming amount of community outreach and negotiation to bring Lansing's first police precinct to the development. This project alone changed the face and perception of one of the city's most blighted and crime stricken areas. His development and project management work, includes office, retail, industrial and multi-family with aggregate construction value of \$132.3 million.

**Education:**

- Michigan State University, Bachelor in Economics

**Memberships and Awards:**

- 2008 Michigan Governor's Award for Historic Preservation (The Durant)
- 2008 Michigan Historic Preservation Network Tax Credit Award (The Durant)
- 2011 Michigan Governor's Award for Historic Preservation (The Durant)
- 2011 Michigan Historic Preservation Network Tax Credit Award (The Durant)
- 2012 Ohio Historic Preservation Office Merit Award (Standart Lofts)
- Nominated for National Trust for Historic Preservation's National Preservation Honor Award.

**Prior Project Overviews:**

- Motor Wheel Lofts / Historic rehabilitation into 119 apartments / Lansing MI / \$13MM
- Gillespie Group / New construction of 350 apartments and 100,000 sf retail space / Lansing MI / \$32.7MM
- Blue Coyote Brewing Company / Historic rehabilitation into 13 apartments and 20,000 sf commercial space / \$1.5MM



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OFFICE: (517) 374-7704





**Keith A. Shaw, CPA  
CFO**

1234 Washington Blvd  
7<sup>th</sup> Floor  
Detroit, MI 48226

P: (517) 708-2099

M: (517) 898-2274

E: kshaw@buildtech.com

Keith has over 20 years of experience in accounting, tax and finance. As a CPA with a background in public accounting, he has exposure to a wide variety of different industries. He also has extensive experience in developing legal structures that balance legal, tax, business and regulatory needs.

As CFO, Keith is accustomed to the ever-changing demands of multiple projects, growing businesses and investor/owner relations.

**Education and Certifications:**

- Walsh College, Bachelor of Accountancy

**Memberships and Awards:**

- AICPA/MACPA
- MENSA

**Prior Experience:**

- MiraMed Global Services / Anesthesia Business Consultants
  - Controller from 2010 to 2011
  - Director of Finance from 2008 to 2010
  - Medical Billing and Business Process Outsourcing company with more than 500 stateside employees and sales in 38 states
  - Monthly consolidation of 5 domestic and 1 foreign division requiring translation from IFRS to GAAP
  - Developed a revenue forecasting model for use by management in critical resource allocation decisions
  - Merged acquisitions into the flagship division to unify the brand identity
  - Recruited and trained finance team of nine responsible for issuing more than 900 client invoices and more than 500 vendor invoices on a monthly basis without company resources to help maintain morale
  - Built a framework to translate IT jargon into documentation required under GAAP for internally developed software
  - Ad-hoc analyses on business processes to help cut costs
- M.C. Kostrzewa & Company CPAs
  - Accountant/CPA from 1999 to 2008
  - Focus on Small Business, Medical Practice and Oil / Gas.
  - New business start-up planning.
  - Reduced staff by more than 50% through process improvements.
  - Prepare personal, corporate, trust and partnership tax returns and planning.







**William S. Goldberg**  
**Project Manager**

1234 Washington Blvd  
7<sup>th</sup> Floor  
Detroit, MI 48226

P: (517) 708-3007

M: (248) 505-3042

E: [wgoldberg@buildtech.com](mailto:wgoldberg@buildtech.com)

William has 4 years of experience in real estate development, focusing on construction. He has worked closely with owners, architects, subcontractors and other industry professionals since he began as an intern.

William attends and contributes to pre and post construction meetings representing our interests. He is able to adapt to any situation and reviews projects in-depth to schedule deliverables and estimate costs.

As Project Manager, William focuses on budgeting, commercial tenant improvement management and firm-wide organization and prioritization. William also attends city, county and local meetings representing our company and contributing his knowledge at the table. Oversee and allocate resources for construction project from conception to completion.

**Education and Certifications:**

- Michigan State University, Bachelor of Arts, Finance – Minor in Economics
- Eli Broad College of Business

**Project Overviews:**

- Detroit Savings Bank / Detroit, MI / Federally Certified Historic Rehabilitatoion / 56 residential units; 44,449 sf commercial space / \$29MM construction contract
- 230 North / Lansing, MI / Commercial Rehabilitation/ 40,000 sf / \$2MM construction contract

William is contributing to over 350,000 sf of in-progress construction projects and has participated in a number of other commercial tenant build outs under 10,000 sf.

**Prior Experience:**

- Four Seasons Garden Center
  - Landscape Team Leader: Worked as a team leader and instructor on extensive lanscape projects
  - Presented strategies and proposals to potential clients
  - Communicated directly with clients during installations and projects and maintained company customer service excellance
  - Analyed projects after completion to verify accuracy of estimates
  - Assistant Retail Manager: Analyzed sales figures weekly and monthly for managementship and owners
  - Supervised sales staff, inventory management, shipping and receiving



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**Sarah J. Carter**  
**Project Engineer**

1234 Washington Blvd  
7<sup>th</sup> Floor  
Detroit, MI 48226

P: (517) 708-3002

M: (517) 896-6757

E: [scarter@buildtech.com](mailto:scarter@buildtech.com)

Sarah has multiple years of experience in construction administration. She has worked closely with owners, architects, subcontractors and other industry professionals.

As Project Engineer, Sarah focuses on contracts, payment applications, scheduling and coordinating all trades.

**Education and Certifications:**

- Michigan State University, Bachelor of Arts, Organizational Communications

**Computer/Technical Literacy:**

- Yardi
- PROCOR
- CTM Corporate Travel
- Microsoft Office
- Microsoft Project
- CICS
- ImageRight

**Prior Experience**

- Cardinal Group Management
  - Construction Administrator from 2015 – 2016
- LJ Trumble Builders
  - Office Manager / Marketing Director from 2014 – 2015
- Entrepreneurial Business
  - Commercial Cleaner from 2011 – 2015
- Oade, Stroud and Kleiman, P.C.
  - Administrative / Legal Assistant from 2004 – 2014
- DeWitt Junior Panthers, DeWitt Public Schools
  - Volunteer Basketball Coach from 2008 - 2012



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DETROIT, MI 48226  
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**Robert Kleiman**  
**Superintendent**

1234 Washington Blvd  
7<sup>th</sup> Floor  
Detroit, MI 48226

M: (517) 896-6747

E: rkleiman@buildtech.com



As Superintendent, Robert works directly on site with vendors, foreman and field staff in a fast-paced environment. Assists General Superintendent in the supervision and responsibility of the total construction effort in accordance with design, budget, quality and schedule. Provides technical assistance as required, including mechanical, electrical, plumbing and fire protection.

**Education and Certifications:**

- Curry College
- Davenport University, Bachelor of Business Administration, Major in International Business – Expected graduation August 2017

**Computer/Technical Literacy:**

- Microsoft Office
- Microsoft Project
- POS System
- ExactTime
- Invoice Software
- MAC os x
- Proficient in Construction Drawings, Specs & Documents

**Prior Experience:**

- SC Environmental Services
  - Perform tasks involving physical labor at building and heavy construction project, as well as demolition sites
  - Operate hand and power tools including air hammers, cement mixers, surveying and measuring equipment
  - Clean and prepare sites, dig trenches, set braces to support excavation, erect scaffolding, clean up rubble and debris
  - Remove asbestos, lead and other hazardous waste materials
  - Assisted other craft workers
- RBK Building Materials
  - Warehouse Assistant Manager
  - Maintains receiving, warehousing, and distribution operations by initiating, coordinating, and enforcing program, operational, and personnel policies and procedures
  - Controls inventory levels by conducting physical counts; reconciling with data storage system
  - Contributes to team effort by accomplishing related results, as needed
  - Delivery Driver to vendors and construction sites
  - Maintained excellent company working relations with customers



1234 WASHINGTON BOULEVARD 7<sup>TH</sup> FLOOR  
DETROIT, MI 48226  
OFFICE: (517) 374-7704

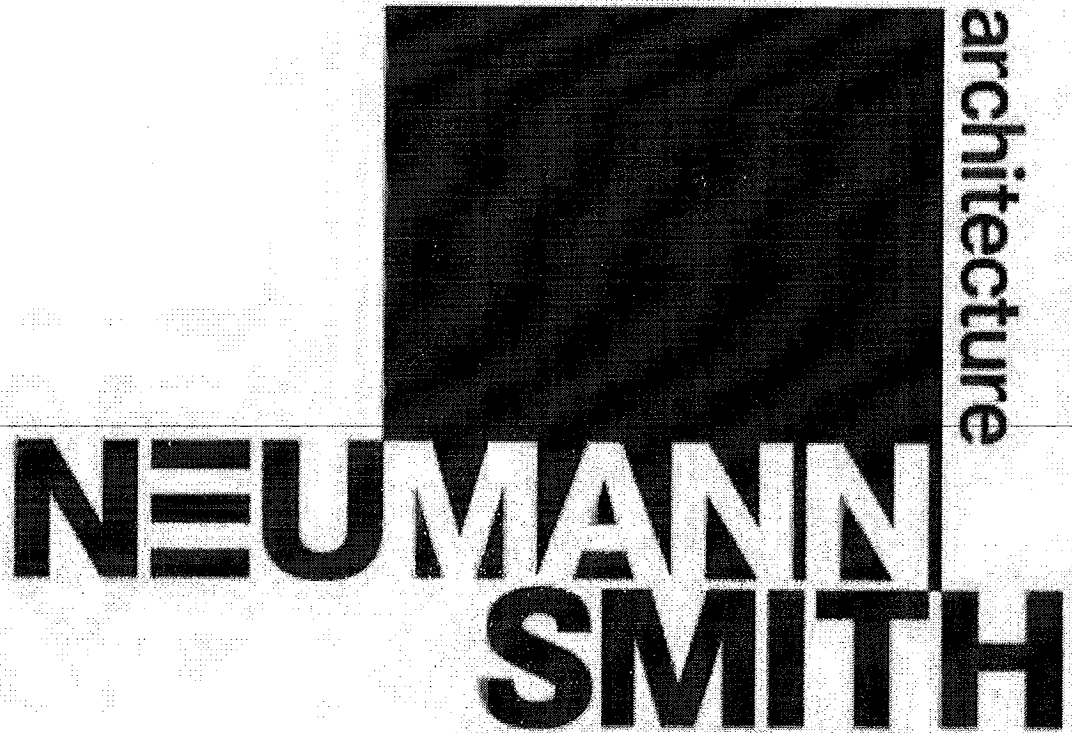
BUILDTech.COM



CAPITOL VISTA PLAZA PROJECT

**KARP**  
+ ASSOCIATES

APPENDIX E: NEUMANN-SMITH RESUME







# NEUMANN/SMITH LOOKS BEYOND THE ORDINARY TO CREATE EXTRAORDINARY ARCHITECTURE

## ABOUT US

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Neumann/Smith Architecture is a distinguished design firm noted for its creativity in achieving client goals. That creativity has distinguished our work for over four decades, earning the firm over 200 awards including the prestigious AIA Michigan Architecture Firm Award and numerous features in the international architectural press. We have received commendations for exemplary teamwork including Marvin M. Black Excellence in Partnering Awards. Our expertise in addressing technical issues and our ability to manage complex projects have been recognized by several Build America and Build Michigan awards from the Associated General Contractors of America.

Founded in 1968, Neumann/Smith continues to build on its history of design excellence with a talented group of individuals who share an unwavering commitment to exceptional service and the highest standards of professional practice.

The firm specializes in architecture, planning, interior design and historic preservation for corporate and municipal offices, mixed-use developments, multi-unit housing, parking structures, commercial and retail centers, and higher education facilities.

We provide comprehensive architectural services. Our focus on architecture allows us to excel in our profession. It gives us the freedom to bring together the best engineering and specialty consultants to meet the unique needs of each project. Our architects and interior designers are skilled in master planning, site evaluation, feasibility studies, space planning, architecture, interior design, and project management.

Collaboration is a routine part of our practice. We typically hire civil, structural, mechanical and electrical engineers, and landscape architects. We often utilize the consulting services of nationally renowned specialists in audio and visual technology, data and communications, lighting, and acoustics. Our long-term working relationships with many of our consultants provides the efficiencies and integrated communication typical of a large A/E practice, plus the creativity and checks and balances of independent firms.

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400 Galleria Officentre  
Suite 555  
Southfield, MI 48034  
248-352-8310  
248-352-1821 fax

1500 Woodward  
Suite 300  
Detroit, MI 48226  
313-782-4800

[www.neumannsmith.com](http://www.neumannsmith.com)







## Joel Smith, AIA

### PRINCIPAL-IN-CHARGE

#### REGISTRATION

Registered Architect in Michigan, 1984; also registered in Arizona, Connecticut, Florida, Georgia, Illinois, Indiana, Kentucky, New Hampshire, North Carolina, Ohio, Tennessee, Texas, Utah and Virginia

National Council of Architectural Registration Board  
Certification

Design Professionals Risk Control Group (DPRCG)

#### EDUCATION

Master of Architecture with High Distinction,  
University of Michigan

Bachelor of Science in Architecture,  
University of Michigan

#### PROFESSIONAL / CIVIC AFFILIATIONS

American Institute of Architects (AIA)

AIA Michigan / AIA Detroit

CoreNet Global

Real Estate Roundtable, Board of Governors

Urban Land Institute

Jewish Federation of Metropolitan Detroit, Real  
Estate and Property Management Committee

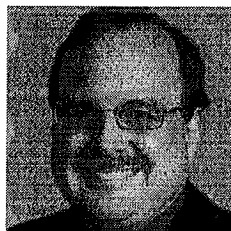
Ferris State University, Commission for the Future,  
Architectural Advisory Board 2012

Joel has been instrumental in establishing Neumann/Smith as one of the leading architectural firms in Michigan. He joined the firm in 1980 and became a Partner in 1987. Now serving as President, he continues to build a diverse practice reflecting the balance of creative vision and practical performance that has become one of the hallmarks of the firm.

Joel has been involved in the development of millions of square feet of mixed-use/corporate office projects, including:

- Warren Civic Center (109,667 sf city hall, library and parking structure), Warren, MI
- Oakland County, Administration Building (105,000 sf renovation of Oakland Schools Administrative Building for County administrative offices), Waterford, MI
- DTE Energy Campus Enhancements (215,000 sf addition and 31,500 sf renovation including new pedestrian bridge, lobby, Town Square food service and conference center, and unique outdoor spaces), Detroit, MI
- Lear Corporation, Innovation and Design Studio (35,000 sf renovation of 128-year old Hemmeter Building), Detroit, MI
- Bedrock Real Estate Services, Madison Building Renovation, (50,000 sf transformation of historic building into a digital entrepreneurial hub), Detroit, MI
- Blue Cross Blue Shield of Michigan, Lyon Meadows Conference Center (65,100 sf interior and exterior renovations including lobby, pre-function area, training room, meeting and conference rooms, dedicated video conference room, and café), New Hudson, MI
- GM Renaissance Center Renovations (8,000 square feet of new space, renovation of 110,000 sf existing interior for a display area for GM's brands) Detroit, MI
- Campbell Ewald Headquarters (122,000 sf design of advertising agency offices), Detroit, MI
- Bedrock Detroit, First National Building (800,000 sf adaptive re-use concepts for exterior storefronts, lobby- Fed/State Combined Part 1 & 2 tax credit submittals), Detroit, MI
- Bedrock Detroit, Clark Lofts (adaptive reuse / renovation of a 10-story, 24 units, 36,000 sf building, retail and leasing center), Detroit, MI
- Bedrock Detroit, Wright-Kay Building Renovation (renovation of historic 1500 Woodward building which includes a new studio for Neumann/Smith's preservation practice and offices for Hannah-Neumann/Smith), Detroit, MI
- Bedrock Detroit, The Z (10-story, 530,000 sf, mixed-use facility with 14,000 sf of retail on Broadway, 18,300 sf of retail on Library, and parking for 1,287 cars)
- Bedrock Detroit, Headquarters at 620/630 Woodward Avenue (26,500 sf interior fit-out and exterior façade renovation), Detroit, MI
- Meridian Health Plan 777 Woodward Suite (44,000 sf renovation decentralizing private offices to be located with the departments they supervise, 619 employee spaces including planned growth), Detroit, MI





## Stephen J. Gedert, AIA, LEED AP

### PROJECT MANAGER

#### REGISTRATION

Registered Architect in Michigan  
LEED Accredited Professional

#### EDUCATION

Master of Architecture with Distinction,  
University of Michigan  
Bachelor of Science in Architecture,  
University of Michigan

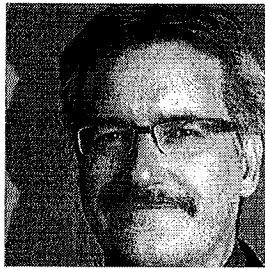
#### PROFESSIONAL / CIVIC AFFILIATIONS

American Institute of Architects (AIA)  
AIA Detroit,  
Building Codes & Regulations Committee  
Michigan Recreation and Park Association  
Architectural Woodwork Institute  
National Fire Protection Association (NFPA)  
International Code Council (ICC)  
City of Dearborn,  
Zoning Board of Appeals (Chairman)  
Building Enclosure Council Member

Steve has a proven track record of successful project management spanning over 30 years. A Principal at Neumann/Smith Architecture, he shares management responsibilities and provides leadership to ensure exemplary project performance and client service. Since joining Neumann/Smith in 1984, Steve has managed some of the firm's largest, most complex projects including the College of Pharmacy and Health Sciences for Wayne State University and the 11-story West Wing Addition for Sparrow Health System. His critical thinking and practical understanding of building concepts assures the realization of the design intent on time and within budget.

- DTE Energy Campus Enhancements (215,000 sf addition and 31,500 sf renovation including new pedestrian bridge, lobby, Town Square food service and conference center, and unique outdoor spaces), Detroit, MI
- Sparrow Health System, West Wing Addition and Parking Structure (7-year phased expansion including 495,000 sf addition and renovation featuring new lobby/café, 1,200 car parking structure, and new central utility plant), Lansing, MI
- U.S. Army Corps of Engineers, Detroit Arsenal Administrative Building and Parking Structure (227,000 sf highly efficient office space in a compact envelope with a flexible, virtually column free plan, and a 583,000 sf parking structure for 1,802 cars), LEED Gold, Warren, MI
- Wayne State University, Student Center Renovation (197,000 sf including food court, retail spaces, financial institution, and lounge and study areas), LEED Certification Goal of Silver, Detroit, MI
- Oakland County International Airport, Terminal and Airport Offices (Project Manager for 15,400 sf facility accommodating airport operations offices, conference facilities, customs office and arrival and departure space), LEED Gold, Waterford Township, MI
- YMCA Recreation Center (83,000 sf community recreation center that met the challenges of a very tight construction budget and a challenging historic downtown site in a 100-year floodway), Ann Arbor, MI
- Livonia Community Recreation Center (135,000 sf community recreation center featuring a 42' climbing wall, running track, gymnasiums, gymnastics center, aerobics room sauna, senior lounge, day care, party and meeting rooms, competition and play pools, and an outdoor spray park and sunning deck), Livonia, MI
- Canton Township, Summit on the Park, Aquatics and Recreation Center (85,200 sf community recreation and aquatics center with gymnasium, fitness area, walk/jog track, racquetball courts, dance studios, senior lounge, youth room, banquet facilities, and administrative offices), Canton Township, MI
- Macomb Township, Community Recreation Center (92,693 sf community recreation center and addition/renovation featuring spaces for tots and teens, a fitness area, aerobics room, birthday party room, gymnasium, jog/walk track, and office and service spaces), Macomb Township, MI





## Scott Bonney, AIA, LEED AP BD+C

### PROJECT DESIGNER

#### REGISTRATION

Registered Architect in Michigan

LEED Accredited Professional,  
Building Design + Construction

LEED Accredited Professional

#### EDUCATION

Bachelor of Architecture,  
Lawrence Institute of Technology

Bachelor of Science in Architecture,  
Lawrence Institute of Technology

#### PROFESSIONAL / CIVIC AFFILIATIONS

American Institute of Architects (AIA)

AIA Michigan

AIA Detroit

AIA National, Housing Committee

AIA National, Technology in  
Architectural Practice Committee

Troy-Birmingham Transit Center Charrette

Lawrence Technological University, Guest Lecturer

City of Birmingham,  
Architectural Review Committee

Scott is an Associate and Design Director at Neumann/Smith. He's an inventive thinker who's not afraid to abandon convention and take a creative approach to meet project challenges. An exceptional problem solver with 34 years experience, he has a remarkable ability to quickly produce planning and design concepts. He works closely with our clients, providing leadership for project programming, concept development, schematic design and design development. He works in partnership with key designers in the engineering and specialty disciplines to create a fully integrated design concept. His involvement continues during the construction documents phase and construction process to ensure that the project's functional and aesthetic design goals are realized.

Scott has developed expertise in the planning and design of mixed-use projects, multi-unit housing facilities, and parking structures. Scott is an active member of the National AIA Housing Committee, and the National AIA Technology in Architectural Practice Committee.

- Oakland County, Administration Building (105,000 sf renovation of Oakland Schools Administrative Building for County administrative offices), Waterford, MI
- U.S. Army Corps of Engineers, Detroit Arsenal Administrative Building and Parking Structure (227,000 sf highly efficient office space in a compact envelope with a flexible, virtually column free plan, and a 583,000 sf parking structure for 1,802 cars), LEED Gold, Warren, MI
- Oakland County International Airport, Terminal and Airport Offices (Project Manager for 15,400 sf facility accommodating airport operations offices, conference facilities, customs office and arrival and departure space), LEED Gold, Waterford Township, MI
- Bedrock Detroit, Clark Lofts (adaptive reuse / renovation of a 10-story, 23 units, 36,000 square foot building, retail and leasing center), Detroit, MI
- Bedrock Detroit, The Z (10-story, 530,000 sf, mixed-use facility with 14,000 sf of retail on Broadway, 18,300 sf of retail on Library, and parking for 1,287 cars)
- Gillespie Group and Caddis Development Group, Midland East End Development (226,155 sf private development, includes retail shops, restaurants, offices, satellite campus, medical clinic and a wellness center), Midland, MI
- Blue Cross Blue Shield of Michigan, RendezBlue Collaboration Center Detroit, MI
- North American Bancard Headquarters (90,000 sf), Troy, MI
- Michigan Information Technology Center (132,000 sf), Ann Arbor, MI
- Blue Cross Blue Shield of Michigan, Customer Service Center (170,000 sf), Detroit, MI
- Blue Cross Blue Shield of Michigan, Lyon Meadows Conference Center (65,100 sf interior and exterior renovations including lobby, pre-function area, training room, meeting and conference rooms, dedicated video conference room, and café), New Hudson, MI
- Broder & Sachse, The Scott at Brush Park (five-story mixed-use building with retail and residential lofts), Detroit, MI



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Redaction of Potential Tenant

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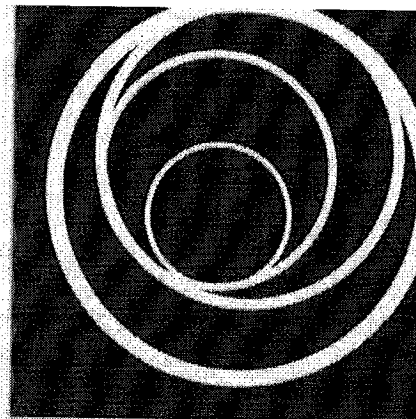


**KARP**  
+ ASSOCIATES

## APPENDIX I: GEI CONSULTANTS RESUME

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GEI



Consultants



## **Jamie S. Matus, C.P.G.**

Vice President

Mr. Matus has 30 years of experience as a consulting professional. He is responsible for a variety of geotechnical, environmental, and construction-related evaluations throughout the United States and abroad.

### **PREVIOUS PROJECT EXPERIENCE**

#### **Geotechnical Engineering - High-Rise Buildings**

**High-Rise Buildings, Various Clients, Chicago, IL.** Project Manager. Prepared various foundation engineering analyses for the structures including the 16-story Chicago Bar Association building; the 41-story Cityfront Center with two attached 12-story mid-rise structures; and a U. S. Postal Service general mail facility, a five- to 10-story structure with 60-foot column spans 5,000-kip column loads; and a 56-story building at 195 North Harbor Drive with an attached 5-level parking structure.

**Astana Expo 2017 Geotechnical Engineering Evaluation, Astana, Kazakhstan.** Project Manager. Managed and oversaw the geotechnical evaluation for the \$4 Billion Astana Expo 2017 Project in Astana, Kazakhstan. The project required an expedited drilling and geotechnical testing phase using seven (7) drill rigs with over 100 borings to depths of 50m. Managed and performed various aspects of the project including oversight of GEI staff members on site to provided drilling oversight, preparing technical specifications for four (4) pile types, developing pile load test specifications and providing oversight during pile load tests and production pile installation.

**Geotechnical Engineering Evaluation, National Center for Cancer Care and Research, Doha, Qatar.** Project Director. Managed and authored the geotechnical report for the new cancer care center in the capital city of Doha, Qatar. The facility will be nine (9) stories in height with a 20 meter (m) deep basement, and approximately 93,000 square meters in total area. The site will include the main building and various ancillary structures and features on a site that encompasses about 37,000 square meters. The site will include construction of a 20m deep "super" basement that will connect the NCCCR with future proposed facilities including a tertiary care facility, a cardiac facility and an area to the north known as Phase 2. The exploration program included the completion of sixteen (16) borings extending to depths of 30m to 60m below the existing ground surface. The field testing included in-situ pressuremeter testing, packer permeability testing and a comprehensive soil and rock laboratory testing program.

**Geotechnical Peer Review, Portman and Associates, Incheon, South Korea.** Project Manager. Managed the geotechnical peer review of a proposed 151-story tower to be constructed on reclaimed land. Provided peer review of all geotechnical work product including the site

#### **EDUCATION**

B.S., Geological Engineering, Michigan Tech. University, 1984  
Graduate Studies in Hydrogeology, Northern Illinois University, 1991  
ASFE, Fundamentals of Professional Practice, Magna Cum Laude, 2000

**EXPERIENCE IN THE INDUSTRY**  
30 years

**EXPERIENCE WITH GEI**  
4 years

**CERTIFICATIONS**  
Certified Professional Geologist, 1995





specific seismic evaluation for the project, which involved three week -long trips to the site during the soil exploration and in-situ testing phase, the piles load test phase which included the use of multi-level Osterberg load cells, and the production piles phase. The proposed structure will likely be founded in weathered metamorphic rock using drilled shafts.

**Al Sharq Tower Geotechnical Engineering Evaluation, Al Sharq Investments, Dubai, United Arab Emirates.** Project Principal. Responsible for review and completion of a comprehensive geotechnical engineering evaluation for the 95-story tower. The scope of work included oversight of the subsurface exploration, which included a comprehensive program of in-situ testing including pressuremeter, cone penetrometer, sonic suspension logging, and packer testing of the bedrock. Prepared a desk top study, preliminary and final geotechnical reports including completion of a finite element analysis of the pile foundation system.

**Cleveland Clinic Hospital Geotechnical Engineering Evaluation, Abu Dhabi, United Arab Emirates.** Project Manager. The comprehensive geotechnical engineering evaluation for the 1-million- square-foot hospital constructed on reclaimed land on the coast; managed oversight of the subsurface exploration, which included a comprehensive program of in-situ testing including pressuremeter, cone penetrometer, sonic suspension logging, and packer testing of the bedrock. Prepared a desk top study, preliminary and final geotechnical report, and provided detailed specification for ground improvement techniques using stone columns, vibrocompaction, and deep dynamic compaction. Also provided detailed design drawings for earth retention systems and assisted with the development and oversight of advanced pile load tests.

**Leelanau Sands Casino, Geotechnical Engineering Evaluation, Suttons Bay, Michigan.** Project Manager and author of geotechnical engineering report for a proposed multi story hotel and ancillary structures. The work was completed for the Grand Traverse Band of Ottawa and Chippewa Indians. The scope of work included deep borings to 70 feet with in-situ pressuremeter testing and laboratory analyses of soil samples. High capacity deep foundation and spread footing foundations were evaluated to accommodate the moderate to high anticipated column loads. A slope stability evaluation was also completed due to the steep topography of the proposed building site.

**The Grand Center, Foundation Settlement Investigation and Mitigation, Grand Rapids, Michigan.** Project Manager

**The River House Mid-Rise, Geotechnical Engineering Evaluation, Grand Rapids, Michigan.** Project Principal

#### **Geological Engineering/Underground Structures**

**McCormick Place Convention Center Storm Water Tunnel, City of Chicago, Chicago, IL.** Lead Geological Engineer. A 3,300-foot-long, 12-foot-diameter rock flood conveyance tunnel, 6-foot- diameter, 150-foot-deep drop shaft, 22.5-foot-diameter outfall shaft, and Lake Michigan outlet works. The system was designed for 750 cfs peak discharge and Lake Michigan wave action including wave crest and trough loading. Participated in the development of tunnel dewatering requirements, the design of concrete linings for vertical shafts and 6-foot-diameter backflow prevention valves at the outfall structure.

**McCook Quarry Reservoir Investigation, McCook, IL.** Project Manager. Completed the geologic evaluation and mapping of the 300-foot-deep reservoir; completed mapping of all geologic formations, joints, fractures, faults, and discontinuities along 8,000 lineal feet of quarry walls, and entire quarry floor. All mapping was compiled on scaled photographic enlargements for development of an in-situ grouting plan as part of the TARP deep tunnel project for Metropolitan Chicago.

**Thornton Quarry Reservoir Investigation, U.S. Army Corps of Engineers, Thornton, IL.** Project Manager. Managed geologic evaluation and mapping, including development of three-dimensional scaled digital ortho-



photography of 17,000 feet of quarry walls. Oversaw a LIDAR survey and geologic mapping of the rock tunnel below I-80; field mapping of all joints, fractures, and discontinuities, along 17,000 lineal feet of wall; completion of soil borings and rock cores extending to 300 feet in depth; completion of in-situ packer testing of rock to determine fracture flow characteristics of groundwater; and preparation of a comprehensive geotechnical data report.

### **Ports and Harbors**

**New Port Facility, Doha Port Authority, Doha, Qatar.** Lead Geotechnical Peer Reviewer. The project involves the removal, through dredging and land based excavation, of 80 million cubic meters of materials for a new government port facility. The design includes six kilometers of dredged channel from the deep ocean to the main port facility with an area of several square kilometers. Maximum channel depth will reach 17 meters. Provided peer review of all geotechnical and earth retention system design documents, developed a comprehensive subsurface exploration and geophysical survey program for in-shore and off-shore work, and provided oversight of field exploration activities during the four-month exploration phase, including nine land-based drill rigs and two off-shore jack-up barge drilling platforms. The exploration includes state of the art geophysical and geotechnical in-situ testing such as pressuremeter testing in soil and rock, packer testing in rock, four-inch rock coring, high-capacity aquifer pumping tests, cross-hole seismic testing, seismic refraction, ground-penetrating radar, and gravity and resistivity surveys.

### **DOE/Particle Accelerator Facilities**

**7-GEV Advanced Photon Source, Argonne National Laboratory, Argonne, IL.** Project Manager. Managed geotechnical engineering analysis for the proposed 7-GEV Advanced Photon Source, including more than 100 soil borings, in situ pressuremeter testing, extensive consolidation and triaxial testing, and preparation of the detailed geotechnical report and finite element analysis of settlement critical portions of the project. Geophysical exploration included cross-hole seismic testing for determination of dynamic soil parameters.

**Neutrinos at the Main Injector Project, Fermi National Laboratory, Batavia, IL.** Project Manager. Managed geotechnical evaluation for the NUMI project for the investigation of subatomic particles, which included construction of a 3,500-foot-long, 22-foot-diameter rock tunnel and chambers situated 300 to 350 feet below grade. Oversaw data review, overburden sampling, rock coring and logging, downhole geophysical logging, packer testing, full scale pumping tests, well installation, laboratory testing, and aquifer evaluation.

**Facility for Rare Isotope Behavior, Michigan State University, East Lansing, MI.** Project Principal and Client Manager. The preliminary design of foundations and earth retention systems for the proposed \$600M Facility for Rare Isotope Behavior. The work included the completion of soil borings, installation of monitor wells, completion of geotechnical laboratory testing and design of secant pile and soldier pile and lagging earth retention systems and design of underpinning systems of existing critical structures.

### **Soft Soils/Slope Stability**

**Former Bethlehem Steel Mill Shoreline Stability Evaluation, ArcelorMittal, Inc., Lackawanna, New York.** Project Manager for the slope stability evaluation, slope stabilization and shoreline protection system design at the former Bethlehem Steel Mill slab disposal area adjacent to Lake Erie. The scope of work included the evaluation of slope stability of 50-foot-high blast furnace (BF) slag bluffs placed in former Lake Erie in the early 1900's. Over the past decades, lagoons had been excavated into the slag and filled with hazardous materials. The site will be closed in place with a conventional landfill capping system. The BF slag was placed over loose liquefiable beach sands underlain by soft lacustrine clay underlain by glacial till and shale bedrock. The exploration included deep soil borings through the slag and into bedrock on the bluffs and the shoreline, rock coring, vane shear testing, and cross-hole geophysics, to determine the shear wave velocities for subsequent seismic analysis. Work also included the design of an armor stone rubble mound shoreline protection system to protect the toe of



the slope against wave and storm surge. Future work will include the final design of the slope improvements, shoreline protection system, development of bid documents, and construction oversight.

**Military Street Bascule Bridge, Michigan Department of Transportation, Port Huron, MI. Project Engineer.** Conducted a geotechnical evaluation of the bridge, which involved replacing a bridge with unstable abutments that were situated on piles driven through 80 feet of lacustrine clay deposits. Subsurface exploration included obtaining undisturbed samples and performing field vane shear testing in soft clay. Special laboratory testing included triaxial, residual direct shear, and consolidation testing. Performed extensive slope stability analyses to evaluate foundation piling, and other structural methods of abutment stabilization.

**Oil-fired Power Plant Geotechnical Engineering, JA Jones Construction Company, Arecibo, Puerto Rico. Project Manager.** Managed the preparation of a geotechnical engineering report for a proposed power plant, which involved design of a deep foundation system and a 17-foot-high flood control dike 5,000 feet long. Site soils consisted of 25 feet of organic clay underlain by very loose alluvial sediments. Subsurface exploration included vane shear testing in soft clay and pressuremeter testing for prediction of pile capacity and settlement. The geotechnical analyses completed for the project included pile capacity evaluation, pile load testing, pile dynamic analysis, slope stability, staged construction, wick drain design, and development and installation of a dike instrumentation program.

**Foothills Parkway Geological Engineering, Reinforced Earth Company, Blount County, TN. Lead Geologist.** Prepared a geological engineering report addressing the possible failure mechanisms of several large-scale reinforced earth walls. Analysis included a large-scale laboratory testing program to evaluate degradation of backfill material used to construct the walls.

**Office Building Stabilization, Brighton Interiors, Brighton, MI. Project Manager.** Provided construction management for the rehabilitation of a 14,000-square-foot office building that had settled up to eight inches, including installation of mini-piles to support the building's exterior walls, complete demolition of the interior walls and floor slab, design and construction of a new structural slab supported on mini-piles. Additional work included the installation of a methane ventilation system below the slab and complete restoration of the interior of the building.

### Mining

**Environmental Impact Assessment, Orvana Corporation, Upper Peninsula, MI. Project Principal.** An environmental impact assessment for a proposed copper mine in Michigan's Upper Peninsula. This project included the coordinated collection of background data over a several square-mile area including subsurface geology and hydrogeology, groundwater and surface water chemistry, surface water flow, biological surveys (wetlands, aquatic and terrestrial ecosystems, flora and fauna, threatened and endangered species), meteorological and air quality data, archeological and cultural resources, survey and geographic information system data management.

**Humboldt Mine Geotechnical Evaluation, Rio-Tinto, Humboldt, MI. Project Principal and Client Contact.** Geotechnical evaluation and rehabilitation of an existing ore processing facility in the Upper Peninsula of Michigan. The field work involved drilling and sampling of mine spoils up to 30 feet in thickness, coring of bedrock and completion of in-situ cross-hole seismic testing to develop design parameters for machine foundations. Detailed geotechnical design parameters were prepared for foundation on soil and bedrock including the use of deep dynamic compaction to mitigate excessive settlement in existing mine spoils.

### Dams Levees and Reservoirs

**Fleet Wide Pond Periodic Inspections, Consumers Energy Company, Various Locations, MI. Project Principal.** Dike and impoundment inspections for five generation plants in Michigan. The scope of work included



comprehensive review of exiting site data, existing design plans and specifications, onsite inspection of each facility which included ash ponds up to 600 acres in size and preparation of inspection reports with conclusions and recommendations related to the overall condition and stability of each disposal facility. Pond types included active sluiced ponds, bottom ash ponds, lined dry placement cells, dry placement over sluiced ash and cells that were closed in place and capped.

**Periodic Levee Inspections, U.S. Army Corps of Engineers, Ft. Wayne, IN and Frankenmuth, MI.** Project Principal and Senior Technical Advisor. Responsible for performance of periodic inspections for certification of levees, floodwalls, interior drainage system and pump stations for four different USACE constructed flood protection systems stretching more than 11 miles in Michigan and Indiana. Inspections included field inspections and review and evaluation of original design calculations.

**Dam Removal Feasibility Study, Lyons Dam, Michigan Department of Management and Budget, Lyons, MI.** Project Manager. The evaluation of the removal of the Lyons Dam in Lyons, Michigan on the Grand River. The scope of work included completion of an evaluation of appropriate dam removal techniques and provide a conceptual cost estimate for removal, utilize existing chemical analyses of upstream sediment samples to evaluate management strategies and potential impacts on water quality after removal and, and evaluate the impact of dam removal on stream hydrology, including the preparation of hydraulic river modeling. The results of the feasibility study were used to complete a cost/benefit analysis of multiple options for removal and/or partial removal. Based on this analysis one preferred approach was recommended.

**Hamlin Dam Condition Assessment and Rehabilitation, Michigan Department of Management and Budget - Ludington State Park, Ludington, MI.** Project Manager. The Hamlin Lake Dam was constructed in 1913 and creates an impoundment surface area of 4,750 acres. The work was completed for the Michigan Department of Management and Budget (MDMB) to provide dam inspection and repair feasibility services. The dam was visually inspected the above-ground structure and inspected the underwater structure using a dive team and underwater videotaping. Non-destructive testing was performed using Ultrasonic Pulse Velocity and Transient Dynamic Response (TDR) to access and assess the quality and integrity of the 86-year-old concrete structure. It was determined that the condition of the emergency spillway posed the greatest long term failure risk, followed by the counterfort and primary spillway. The design of the repairs was broken down by repair type from wholesale concrete replacement to epoxy grouting of cracks. The design provided a detailed layout of the location of repairs, specifications on the materials and installation of different repair methods, and specifications on lake level control. The dam repairs were completed in 2006-2007.

**Spillway Stability Analysis and Erosion Assessment - United States Army Corps of Engineers, Fort Peck Dam, Fort Peck, MT and Oahe Dam in Pierre, SD.** Lead Geological Engineer. A geotechnical evaluation at two of the largest earthen dams in the United States. The work included detailed geologic mapping, deep rock core borings, geophysical testing, laboratory testing and slope stability analyses and erosion modeling to evaluate the potential impacts of high flows through the emergency spillways during significant flood events. The emergency spillways ranged from 1 mile to over 2 miles in length with flow capacities as high as 300,000 cfs.

### Geophysics

**Raphune Hill Highway, U.S. Virgin Islands, St. Thomas, Virgin Islands.** Project Manager. Managed and completed all field operations, and prepared a geological engineering analysis. Field operations included soil borings, rock coring, and seismic refraction surveying in areas inaccessible to conventional drilling equipment. Engineering analysis addressed issues such as feasibility, slope stability, rock quality and stability, rock ripability, and roadway design.



**Saba Airport, Government of Saba, Netherlands, Antilles.** Project Manager. Participated in field operations and provided foundation engineering analysis for a proposed airport facility. Field operations consisted of a seismic refraction survey within a massive deposit of volcanic debris.

**Oil Brine Plum Electromagnetic Survey, Shell Oil Company, Northern MI.** Project Manager. Conducted a surface EM survey with 10-, 20-, and 40-meter coil spacing to establish the horizontal and vertical extent of a brine loss related to oil production. The geology consisted of a 240-foot-thick sand aquifer underlain by 100 feet of cohesive glacial till. Brine impacted soils were detected with the EM to depths on the order of 180 feet.

**Underground Storage Tank Investigations, Various Clients, State of Michigan.** Project Manager. Completed several field surveys using the EM-31 and ground penetrating radar to locate buried underground storage tanks. The metallic objects were located with the EM-31, and the GPR was then used to determine the approximate size, orientation, and depth of the objects.

#### **Fossil Fuels/Coal Ash Management**

**J.H. Campbell Ash Impoundment Expansion, Consumers Energy Company, Ottawa County, MI.** Lead Geotechnical Engineer. The proposed expansion of the ash storage facility at the JH Campbell power plant, including detailed design, slope stability analyses, and seepage analysis for an expansion to the existing sluiced ash ponds. Provided extensive soil borings, cone penetrometer testing, laboratory testing, and preparation of design plans and specifications.

**J.H. Campbell Dike Failure Analysis and Repair, Consumers Energy Company, Ottawa County, MI.** Project Manager. Managed the ash pond failure analysis for the bottom ash pond that failed due to overtopping; including a detailed slope stability analyses of the existing dikes after completion of soil borings, in-situ testing, and laboratory testing of fly ash, bottom ash, and dike materials. Provided oversight of the preparation of construction drawings and specifications for the reconstruction of the failed portion of the embankment and installation of an emergency spillway to prevent future overtopping of the bottom ash ponds. Developed standard operation procedures for operation of the bottom ash ponds and provided oversight during installation of the emergency spillway.

**J.H. Campbell Power Plant Groundwater and Hydrogeologic Services, Consumers Energy Company, Ottawa County, MI.** Project Principal. Numerous groundwater quality assessments and hydrogeologic evaluations related to the existing and recently constructed dry ash placement facility. Also, completed a hydrogeologic evaluation for an additional water source near the dry storage facility and an evaluation of the wastewater treatment facility at the plant.

**J.R. Whiting Power Plant Hydrogeologic evaluation, Consumers Energy Company, Erie, MI.** Project Manager. Managed a comprehensive hydrogeologic investigation and groundwater quality study, including completion of soil borings and placement of monitor wells in the bedrock aquifer. The evaluation included contaminant transport calculations to demonstrate to the MI Department of Environmental Quality that impacts from metals would not reach the bedrock aquifer and included a request to waive current requirements for monitoring of the lower, confined aquifer.

**J.R. Whiting Power plant Geotechnical Evaluation, Consumers Energy Company, Erie, MI.** Project Principal. Managed a geotechnical evaluation for a proposed coal hopper facility, including soil borings, laboratory testing, and a geotechnical engineering report.

**B.C. Cobb Power Plant Remedial Action Plan, Consumers Energy Company, Muskegon, MI.** Project Principal. The remedial investigation, feasibility study, and remedial action plan. The project included the investigation and evaluation of hydrogeologic conditions on site, delineation of contaminants in soil and groundwater, and design of an 80-foot deep, 7,000-foot long, slurry wall. Managed a slope stability analysis of the



wall excavation, which was constructed in close proximity to an active rail line. The project also involved design of landfill closure plans and preparation of construction specifications. Also provided construction oversight for the project, which was constructed in six phases.

**D.E. Karn and J.C. Weadock Power Plants, Consumers Energy Company, Essexville, MI.** Project Principal. Multiple projects, including hydrogeologic evaluations and well installation at Karn and Weadock, stability analyses for Karn ash ponds, and the design of a new 12,000-lineal-foot slurry wall constructed around the Weadock ash ponds. The work included preparation of plans and specifications, presentations to the state Department of Environmental Quality and completion of slope stability analyses of dikes.

**Next Generation Power Plant, Consumers Energy Company, Essexville, MI.** Project Principal. Managed Phase I and Phase II geotechnical evaluations for the proposed next generation project, to be located at the Karn and Weadock sites. Oversaw 30 soil borings, many of which extended into bedrock at depths of up to 100 feet. Each phase included a detailed analysis of soil conditions and included recommendations for design of shallow and deep foundations for the project. Each project also included the laboratory testing of soil and rock samples obtained from the soil borings. During Phase II, provided a summary of slope stability evaluations, including recommendation for staged construction and monitoring using instrumentation during construction of rail lines and embankment of soft soils.

**Trona and SDA Waste Characterization Study, Consumers Energy Company, Essexville, MI.** project Manager. Managed a study of the engineering properties of Trona and SDA additives and their impact on the engineering properties of ash, including the completion of strength tests on ash and Trona and SDA mixtures and recommendations for completion of a test fill and material handling practices.

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#### **Program/Contract Management**

**IDIQ Geotechnical Engineering Services, U.S. Army Corps of Engineers, Detroit and Chicago Districts, MI, IL, IN, OH, WI and MN.** Principal-in-Charge and Program Manager. Directed a multi-year indefinite delivery geotechnical engineering contract, which involved management of nearly 100 geotechnical projects spanning 14 years, including design of soil bentonite cut-off walls for dredged disposal facilities, geotechnical evaluations of dams, geologic evaluations of rock quarries and tunnels, and completion of hydrogeologic and sediment studies.

**Soo Locks Replacement Geotechnical Evaluation, U.S. Army Corps of Engineers, Sault Ste. Marie, Ontario and Michigan.** Principal-in-Charge. Geotechnical evaluation for the proposed cofferdam construction, including rock coring to over 120 feet below grade using NX and 4-inch-diameter rock cores, completion of in-situ packer tests, installation of bedrock piezometers, and completion of rock mechanics testing at an in-house certified laboratory. Borings were completed on land and over water within the locks and the shipping channel.

**Saginaw River Dredged Material Disposal Facility, US Army Corps of Engineers, Zilwaukee, MI.** Lead Designer. Responsible for the geotechnical evaluation and design of a 13,000-lineal-foot soil bentonite slurry wall for enclosure of a new dredged material disposal facility, including managing the project schedule and budget, reviewing technical deliverables, overseeing field activities, and attending planning meetings with regulators and project stakeholders. Oversaw subsurface exploration, including soil borings, rock coring, and in situ field permeability testing for the complete design of preparation of specifications for the soil-bentonite cut-off wall.

**Michigan DEQ Level of Effort Contracts, Michigan Department of Environmental Quality, Statewide, MI.** Program Manager. Managed two consecutive five-year, \$5 million contracts, including principal review and technical oversight of more than 40 projects, including remedial investigations, feasibility studies, Phase I environmental assessments, Phase II environmental assessments, remediation system design, and construction management.



**On Call Geotechnical Engineering, Michigan Department of Transportation, Statewide, MI.** Program Manager. A multi-year, state-wide geotechnical engineering contract, which included principal review, technical oversight, and project management of geotechnical projects throughout the state. Managed geotechnical analyses of bridge foundations, highway embankments, roadway expansions, signal poles, and culvert construction.

PROFESSIONAL ASSOCIATIONS

American Society of Civil Engineers (ASCE)

American Association of Engineering Geologists (AEG)

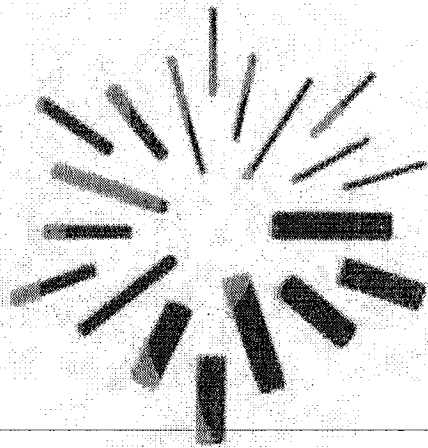
American Institute of Professional Geologists (AIPG)



**KARP**  
+ ASSOCIATES

APPENDIX J: NIXON PEABODY  
RESUME

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**NIXON  
PEABODY**



# DAVID SCHON



DAVID F. SCHON

Partner

[dschon@nixonpeabody.com](mailto:dschon@nixonpeabody.com)

401 Ninth Street NW, Suite 900 | Washington, DC 20004-2128 | T 202-585-8778 | F 202-585-8080

## Services

Real Estate & Community Development

Sustainable Development

Tax Credit Finance & Syndication

David Schon is co-chair of the firm's Historic Rehabilitation Tax Credit team. He represents diverse clients from institutional investors to for-profit developers and nonprofit project sponsors.

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## What do you focus on?

### Triple-bottom-line

I focus my practice on tax advantaged, triple-bottom-line investments that deliver economic, social and environmental benefits to sponsors and equity investors. Historic rehabilitation, new markets and renewable energy tax credits are the tools I most often see in my work.

### Placemaking

I'm passionate about the idea that historic buildings give people a sense of place—a shared history and good public spaces capitalize on local assets, inspiration and potential. Adaptive reuse of historic buildings brings long-term, sustainable investments that increase property values and promote healthy, vibrant communities.

### Industry involvement

I speak at industry events and serve on boards both related to tax credits. I appreciate the energy that new entrants to the industry bring and I enjoy teaching them about the power of tax credit finance to revitalize and renew.



# DAVID SCHON

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## What do you see on the horizon?

I see more recognition of the unique potential of historic buildings as engines of economic development and more people seeking places to live where they can walk or bike to work. Sustainability and quality of life should go hand in hand.

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## Selected recent experience

- Represented the investor in a multi-property fund generating federal historic tax credits
- Represented the investor in the HTC and NMTC financed rehabilitation of the David Whitney Building in Detroit, Michigan
- Represented the investor and lender in an NMTC and RETC eligible transaction providing solar power to the Cincinnati Zoo
- Represented the CDE lender in a series of NMTC eligible transactions financing schools, community facilities, grocery stores and commercial space in low-income communities across several states
- Represented the investor in a series of NMTC eligible transactions financing facilities for health care, homeless services, start-up food businesses and mixed use development in several states

## Admissions

Admitted to practice in the District of Columbia, Michigan, Illinois and before the U.S. District Court, Eastern District of Michigan.

## Education

Wayne State University, J.D.

University of Michigan, B.A.

## Affiliations

David serves on the board of directors of Preservation Action and on the loan advisory committee of Partners for the Common Good. He formerly served on the board of directors of the Michigan Historic Preservation Network.



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Redaction of General Counsel Information

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## APPENDIX L: CURATOR RESUME

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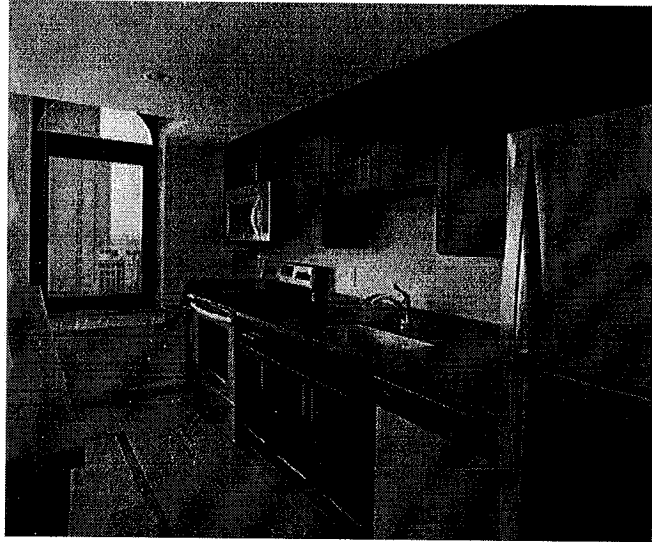


CURATOR  
PROPERTY  
MANAGEMENT



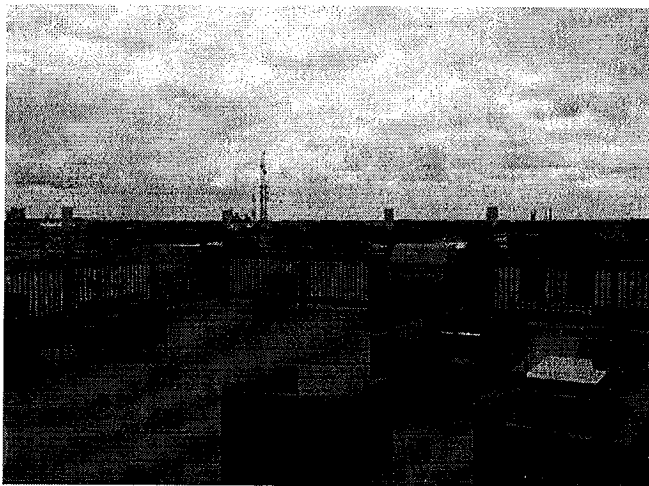
## PERFORMANCE

With a team of accountants in house and state of the art software at our fingertips, we are able to maximize each property's bottom line. We prepare annual budgets and longer-term projections to keep expenditures in line and to ensure consistent return from each property. Our reporting packages are tailored to identify opportunities to improve the performance of the property and to satisfy the needs of lenders, investors and government agencies.



## REPUTATION

Our proven marketing techniques allow us to lease a property quickly and retain those residents through our exceptional customer service. Our most powerful tool is the reputation our properties have earned. To ensure that we are selecting the most qualified residents for our properties, we verify employment; as well as rental, credit and criminal history of each potential tenant. Once we find the right tenants, we do everything possible to retain them.



## MAINTENANCE

We utilize an online maintenance reporting system and use our own in-house staff to provide timely and quality maintenance service for our properties. We control the quality of our work and the satisfaction of our residents. As we are involved in the development of each of our properties, it gives us unique insight on how best to maintain each building.



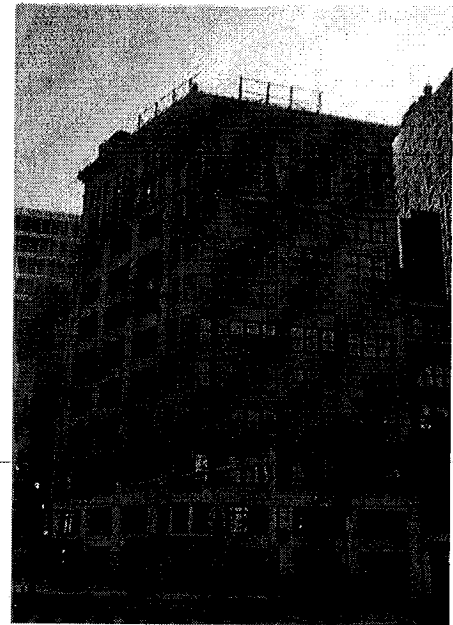


## SIGNATURE PROPERTIES

### CAPITOL PARK LOFTS

*1145 Griswold Street, Detroit, MI*

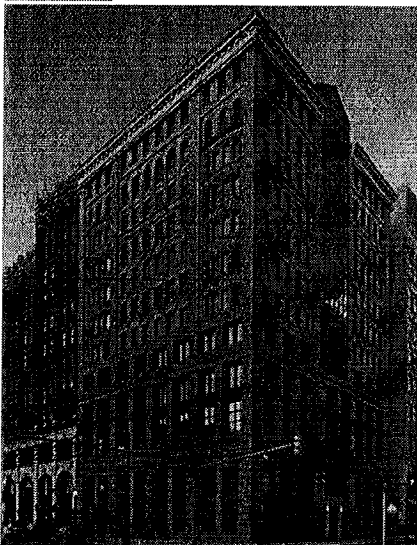
1145 Griswold Street LLC was formed to facilitate the rehabilitation and renovation of the historic Capitol Park Building. It was built in 1912 where it was originally used as office space. In 1917, a large part of the building became a retail store for a Detroit hardware manufacturer who occupied eight floors of the building until the 1950s. Having been vacant for several years, the building is being completely renovated for 16,322 square feet of commercial space and 63 high-end loft apartments. Developers Richard Karp, Kevin Prater and Richard Hosey finished the redevelopment in February of 2017. The rehabilitated Capitol Park Lofts contributes to the rebirth of Capitol Park, the site of Michigan's first capitol and to the overall rebirth of downtown Detroit.



### DETROIT SAVINGS BANK

*1212 Griswold Street, Detroit, MI*

1212 Griswold Street LLC was formed to facilitate the rehabilitation and renovation of the historic Detroit Savings Bank building, the tallest in the state when built. It was designed by architects Spier & Rohns in 1895. Having been vacant for several years, the building was completely renovated for 44,449 square feet of commercial space and 56 high-end loft apartments. Developers Richard Karp and Kevin Prater finished the redevelopment in mid-2015, which now houses the Archdiocese of Detroit. The rehabilitated Detroit Savings Bank contributes to the rebirth of Capitol Park, the site of Michigan's first capitol and to the overall rebirth of downtown Detroit.





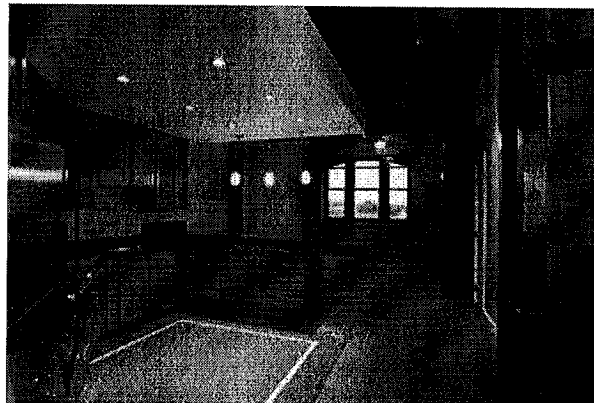
## STANDART LOFTS

34 S. Erie Street, Toledo, OH

Standart Lofts LLC was formed to facilitate the rehabilitation and renovation of the historic Standart-Simmons Warehouse Co. building, one of the few remaining landmark buildings in downtown Toledo, Ohio's Warehouse District. Having been vacant for decades, the building was completely renovated for residential use as 75 market-rate loft apartments, with the basement converted to laundry and storage facilities. Developer Richard Karp and Project Manager Kevin Prater finished the redevelopment in early 2012 and have had strong occupancy since its opening. The rehabilitated Standart Lofts contributes to the rebirth of downtown Toledo and once again regains its stature as one of the anchors of the Warehouse District.

## THE STANDART LOFTS

TOLEDO • OHIO



## THE DURANT

607 E. Second Avenue, Flint, MI

607 East Second Avenue LLC was formed to facilitate the rehabilitation and renovation of the historic Durant Hotel in downtown Flint, Michigan. Having been vacant for 37 years, the building was completely renovated for multi-use as 93 high-end market-rate loft apartments and 17,792 square feet of commercial space. A 263 car-parking garage was also constructed. Developers Richard Karp and Kevin Prater finished the redevelopment in the summer of 2010. The restored historic ballroom is frequently rented as an assembly hall and banquet facility for weddings, corporate functions and the like. The strong occupancy of the lofts has been led by U of M Flint grad students, faculty, and MSU medical students at the Hurley Hospital program. The Durant is another feather in the sign of the rebirth of Downtown Flint, which has been led by investments made by the University of Michigan, Flint and several of the Mott Foundations.

## THE DURANT

Flint, Michigan





## THE ARBAUGH

*401 S. Washington Sq., Lansing, MI*

Arbaugh Lessor LLC was formed to facilitate the rehabilitation and renovation of the historic Arbaugh Department Store, one of the few remaining landmark buildings in downtown Lansing, Michigan. The building was completely renovated for multi-use as 48 market-rate loft apartments and 16,219 square feet of first floor office space, with the basement converted to underground parking.

Developer Richard Karp and Project Manager Kevin Prater brought together the Federal Historic Tax Credits, State Historic Tax Credits, New Markets Tax Credits and OPRA Property Tax Abatement to complete the redevelopment in late 2005 and have had strong occupancy since its opening. The rehabilitated Arbaugh building contributes to the rebirth of Lansing and once again regains its stature as one of the commercial anchors of the central business district.

## THE ARBAUGH



## 230 NORTH

*230 N. Washington Sq., Lansing, MI*

230 North LLC was formed to facilitate the renovation of the former headquarters of the Michigan Dental Association. The building is located strategically between the State of Michigan offices and the AT&T hub in downtown Lansing, Michigan. The building was not vacant for long before it was renovated for commercial use with 40,000 square feet of office space, with the lower level converted to conference rooms and storage facilities.








Developer Richard Karp and Project Manager Kevin Prater finished the redevelopment in 2010 and have had strong occupancy since its opening. The renovated 230 North building contributes to the revitalization of downtown Lansing and once again regains its stature as one of the commercial anchors of the central business district.





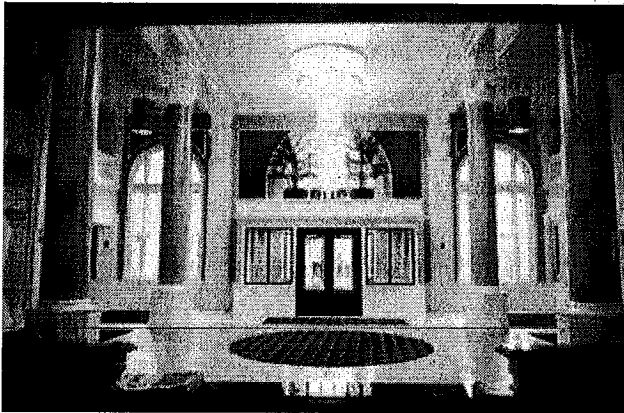
## MANAGEMENT SUMMARY

	 CAPITOL PARK LOFTS	 DETROIT SAVINGS BANK	 THE STANDARD LOFTS	 THE DURANT	 THE ARBAUGH	230 NORTH	OTHER PROPERTIES
<b>Year Built</b>	1912	1895	1906	1920	1905	1970	Varies
<b>Year Redeveloped</b>	2017	2015	2011	2010	2005	2015	Varies
<b>Residential Units</b>	63	56	75	93	48	-	13
<b>Affordable Units</b>	-	11	-	6	-	-	11
<b>Commercial Space (sf)</b>	16,322	44,434	-	17,792	16,219	40,000	6,040
<b>Parking Spaces</b>	100	-	73	263	76	8	279
<b>Historic Tax Credits</b>	X	X	X	X	X	-	
<b>New Markets Tax Credits</b>	-	X	-	-	X	-	
<b>Property Tax Abatement</b>	X	X	X	-	X	-	
<b>Total Development Costs</b>	\$28.3MM	\$35.0MM	\$18.2MM	\$41.0MM	\$8.2MM	\$6.3MM	
<b>Annual Net Operating Income</b>	\$865,000	\$1,330,000	\$440,000	\$420,000	\$430,000	\$290,000	
<b>Average Residential Rent/sf</b>	\$2.01	\$1.71	\$0.97	\$1.01	\$1.02	-	
<b>Average Commercial Rent/ sf</b>	\$22.00	\$16.00	-	\$7.53	\$12.27	\$15.19	
<b>Occupancy</b>	Leasing began 3/2017	95%	100%	97%	100%	100%	



## OVERVIEW

Curator LLC is a team of experienced real estate management professionals that specialize in multi-family, mixed-use properties throughout the Midwest. Curator LLC manages 350 residential units, 140,807 sf of commercial space and 799 parking spaces. Our team, with over 40 years of cumulative experience, has a passion for ensuring that each property performs optimally. Curator LLC plans to add 115 residential units, 88 parking spaces and 5,000 sf of commercial space to its portfolio in 2017.



## HISTORY

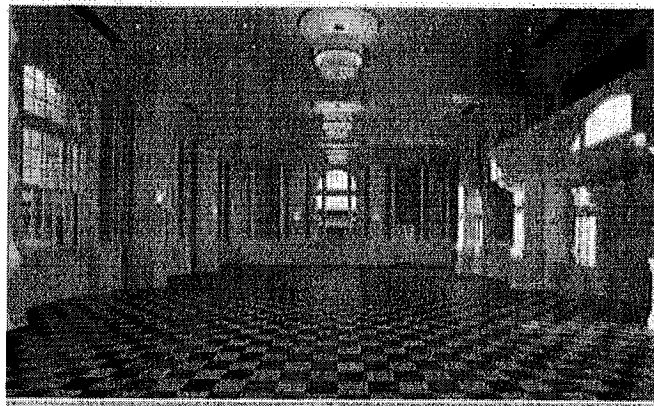
Curator LLC primarily focuses on the management of historic buildings. These properties provide a unique experience for our residents who are offered with a distinctive blend of both historic and modern features. Our tenants are able to appreciate the original character and beauty of the buildings, without sacrificing modern conveniences.

## QUALITY

Quality products are an important contribution to the profitability, sustainability and long-term revenue of a project. We take pride in the quality of our products and workmanship. Not only is the quality of our projects a reflection upon us, it helps to define our tenants.

## RELEVANT EXPERIENCE

Our team is currently managing 348 residential units and over 140,000 sf of commercial space. In addition to these projects, Curator LLC is currently involved with the development of an additional 500 residential units and over 200,000 sf of commercial space. Our qualified team allows our portfolio to continue to grow.







## COMPANY DIRECTORY

Richard M. Karp -- Principal

P: (517) 708-3003

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Kevin J. Prater -- Principal

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Leah Panagopoulos -- Director

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Keith A. Shaw -- CFO

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Amanda Beaudoin -- Property Manager

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Teddi Cantor -- Sales Associate

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Cristina Martinez -- Property Manager

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Rachel Rossnagel -- Property Manager

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Lauren Wishart -- Leasing Specialist

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Jacie Good -- Property Manager

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**RICHARD KARP**  
**Principal**

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Richard Karp, Principal of Curator LLC, has over 29 years of experience in the real estate industry. He began his career working for the large institutional general contractor, Quadrants, of Livonia while attending Michigan State University's Building Construction Management Program. He founded his own general contracting firm, Buildtech Ltd. Construction Development and his own development firm, Karp + Associates LLC. With his companies, Richard acquires, redevelops and manages properties. Richard's work includes award-winning historic rehabilitations, affordable housing, mixed-use and adaptive reuse. Over his career, he has redeveloped and managed 287 residential units and 124,500 sf of commercial space. Many of these properties involve the management of affordable housing units. While he has always been managing his properties, he and Kevin Prater officially formed their own property management company, Curator LLC, in 2014. An additional 260 residential units and 48,616 sf of commercial space will be added to Curator's portfolio over the next few years.

#### Memberships and Awards:

- 2012 Ohio Historic Preservation Merit Award
- 2011 CREW Detroit Impact Award
- 2011 Michigan Governor's Award for Historic Preservation
- 2011 Michigan Historic Preservation Network Tax Credit Award
- 2011 nominated for National Trust for Historic Preservation Honor Award
- 2008 Michigan Historic Preservation Network Tax Credit Award
- 2008 nominated for Michigan Governor's Award for Historic Preservation
- 1999 Lansing Historic District Commission Preservation Stewardship Award





**KEVIN PRATER**  
**Principal**

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M: (517) 420-5090

E: [kprater@buildtech.com](mailto:kprater@buildtech.com)

Kevin J. Prater is a Principal of Curator LLC. He has participated in a wide range of diverse, new and adaptive reuse development and construction projects throughout Michigan and Northwest Ohio. After graduating from Michigan State University with a degree in Economics, he became involved in the early redevelopment of Lansing, Michigan. From there, he created his own project management firm, Prater Development. With this company, he worked with Buildtech Ltd. Construction Development and Karp + Associates LLC to acquire, redevelop and manage 287 residential units and 124,500 sf of commercial space. Many of these properties involve the management of affordable housing units. In 2014, he and Richard Karp formed their own property management company, Curator LLC. An additional 260 residential units and 48,616 sf of commercial space will be added to Curator's portfolio over the next few years

**Education:**

- Michigan State University, Bachelor in Economics

**Memberships and Awards:**

- 2012 Ohio Historic Preservation Merit Award
- 2011 Michigan Governor's Award for Historic Preservation
- 2011 Michigan Historic Preservation Network Tax Credit Award
- 2011 nominated for National Trust for Historic Preservation Honor Award
- 2008 Michigan Historic Preservation Network Tax Credit Award
- 2008 nominated for Michigan Governor's Award for Historic Preservation





**LEAH PANAGOPOULOS**  
**Director**

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Leah Panagopoulos has over 13 years of award-winning property management experience. She began her career as a Property Manager and worked her way up to Area Manager before becoming the Director of Property Management. She is extremely dedicated to property management as an industry and has served on several boards and in various leadership roles within the field. Including her role as president for the Property Management Association of Mid-Michigan. As the Director of Property Management, Leah directly oversees the property managers and is responsible for property budgeting, marketing strategies and reporting.

**Awards:**

- 2012 Property of the Year, Unified Management Services
- 2011 Spotlight Award, Unified Management Services
- 2010 President's Award, PMA Mid-Michigan
- 2009 Employee of the Year, Unified Management Services
- 2009 Property Manager of the Year, GLAStar Awards

**Affiliations:**

- Past President-2011, PMA Mid-Michigan
- Accredited Residential Manager, IREM
- Specialist in Housing Credit Management, NAHMA
- Michigan Real Estate License

**Prior Experience:**

- Monarch Investment and Management Group (*acquisition from the Sterling Group*)
  - Area Manager from 2014-2015
- The Sterling Group
  - Property Manager from 2012-2014
- Unified Management Services
  - Property Manager from 2004-2012





**KEITH SHAW, CPA  
CFO**

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Keith has over 20 years of experience in accounting, tax, and finance. As a CPA with a background in public accounting, he has exposure to a wide variety of different industries. He also has extensive experience in developing legal structures that balance legal, tax, business, and regulatory needs. As CFO, Keith is accustomed to the ever-changing demands of multiple projects, growing businesses, and investor/owner relations.

**Education and Certifications:**

- Walsh College, Bachelor of Accountancy

**Memberships and Awards:**

- AICPA/MACPA
- MENSA

**Prior Experience:**

- MiraMed Global Services / Anesthesia Business Consultants
  - Controller from 2010 to 2011
  - Director of Finance from 2008 to 2010
  - Medical-Billing and Business Process Outsourcing company with more than 500 stateside employees and sales in 38 states.
  - Monthly consolidation of 5 domestic and 1 foreign division requiring translation from IFRS to GAAP.
  - Provide monthly analysis of revenue and expense variances.
  - Developed a revenue forecasting model for use by management in critical resource allocation decisions.
  - Recruited and trained finance team of nine responsible for issuing more than 900 client invoices and more than 500 vendor invoices on a monthly basis without company resources to help maintain morale.
  - Built a framework to translate IT jargon into documentation required under GAAP for internally developed software.
  - Ad-hoc analyses on business processes to help cut costs.
- M.C. Kostrzewa & Company CPAs
  - Accountant/CPA from 1999 to 2008
  - Focus on Small Business, Medical Practice and Oil / Gas.
  - New business start-up planning.
  - Compiled financial statements for small businesses.
  - Prepare personal, corporate, trust and partnership tax returns and planning





**AMANDA BEAUDOIN**  
**Property Manager**

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Amanda Beaudoin has several years of experience in property management. As the Property Manager for our Detroit market, Amanda is responsible for the day-to-day operations of the property, including tasks such as leasing, marketing, budgeting and maintenance.

**Education:**

- Western Michigan University, Bachelor of Arts Organizational Communications

**Prior Experience:**

- Magar & Company
  - Property Management Assistant 2016-2017
- Stamper & Company
  - Association Property Manager 2014-2016
  - Oversight of over 25 condominium properties: prepare/monitor budgets
  - Attend Board of Directors monthly and annual meeting, address co-owner concerns
  - Enforcement of Association Bylaws and Rules
  - Track complaints and issue infraction notices
  - Prepare, assign & track maintenance related issues
  - Project management of all major repairs
- Copper Beech Townhomes
  - Property Manager 2007-2014
  - Maintained positive relations for over 1,100 residents
  - Oversaw semester turns
  - Issued 7-day notices and attended resultant court hearings
  - Prepared and executed budget and marketing plans including organization of, and attendance at, marketing events, open houses, resident functions housing fairs, etc.
  - Worked closely with law enforcement to create positive presence in the community
  - Managed staff including hiring, training, and developing skills over four departments, including maintenance





**TEDDI CANTOR**  
**Sales Associate**

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Teddi Cantor held several roles as event coordinators, prior to joining the Curator team. As the Sales Associate for our Detroit market, Teddi is responsible for the day-to-day operations of the property, including tasks such as leasing, marketing, budgeting and maintenance. Her time management, communication, planning, and problem solving skills make her a valuable part of the Curator team.

#### Education:

- Eastern Michigan University, Bachelor of Science in Hotel and Restaurant Management.

#### Prior Experience:

- Bumble and bumble.
  - Brand Operations and Event Management 2015-2016
  - Project and event management for groups of 20+
  - Effective cross functional communication with various departments; create buy in and promotion of a “one team” mentality
  - Ideation, outreach, and management of facilitators, executive guests, and notable speakers for Bumble and bumble. University Events
  - Managed budgets with diligent analysis and follow through resulting in a \$2,000 decrease of extraneous costs annually
  - Analyzed departmental procedures and developed new methods to streamline operations
- 6Up (Division of North 6)
  - Event Management Intern during 2015
  - Conducted event research, budgeting, reviewed contacts, and implemented day of task timeline
  - Initiated new and fostered existing relationships with key clients and vendors through the utilization of elite customer service skills
  - Assisted in the flawless production of events including the Michael Bastian Runway show during the first annual men’s fashion week
  - Created detailed event proposals for the CFDA fashion awards and the International Woolmark Prize
- Emile Salon and Spa
  - Assistant Manager and Marketing Event Coordinator from 2014-2015
- EventBliss
  - Assistant Event Coordinator 2013-2014





**CRISTINA MARTINEZ**  
**Property Manager**

607 E. Second Avenue  
Flint, MI 48502

P: (810) 900-4000

E: [cmartinez@curatorpm.com](mailto:cmartinez@curatorpm.com)

Cristina Martinez has experience as a Leasing Manager, as well as an Assistant Property Manager working with low-income properties. She is highly motivated and enjoys working in the multi-family industry. As the Property Manager for the Durant, Cristina is responsible for the day-to-day operations of the property, including tasks like leasing, marketing, budgeting and maintenance.

**Education:**

- Michigan State University

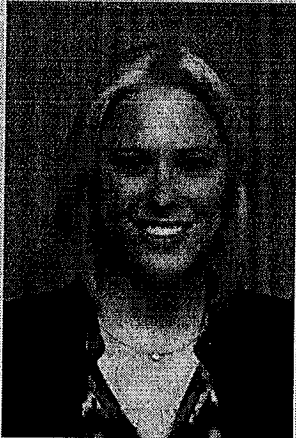
**Prior Experience:**

- Redstone Residential
  - Assistant Manager 2014-2017
- ACH/Redstone Residential
  - Leasing Manager 2012 - 2014

**Additional Skills:**

- Bilingual / Spanish
- Fluent in all forms of social media





**RACHEL ROSSNAGEL**  
**Property Manager**

34 S. Erie Street  
Toledo, OH 43604

P: (419) 249-9800

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Rachel Rossnagel has had several years of experience in the service industry and as a Property Manager. She has been successful in achieving the marketing, occupancy and income goals of the properties. As the Property Manager for the Standart Lofts, Rachel is responsible for the day-to-day operations of the property, including tasks such as leasing, marketing, budgeting and maintenance.

**Education:**

- University of Toledo, Bachelor in Environmental Science/ Geography and Planning

**Prior Experience:**

- Millennia Housing Management
  - Property Manager
  - Leasing Consultant
- All-Phase Electric
  - Administrative Assistant
- Various Customer Service Oriented Positions





**LAUREN WISHART**  
**Leasing Specialist**

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Toledo, OH 43604

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Lauren is a Leasing Specialist with 10+ years of luxury sales and administrative experience developing and implementing sales strategies and social media marketing campaigns. She is a licensed real estate agent with a passion for selling and leasing properties while providing exceptional customer service. In her recent past she has had the honor of receiving yearly awards for increasing productivity and exceeding sales goals.

**Education:**

- Bowling Green State University, Financial Accounting
- McKissock School of Real Estate, Real Estate Sales
- Hondros School of Business, Real Estate Sales

**Prior Experience:**

- Re/Max Preferred Associates
  - Realtor 2017-present
  - Promote sales through creative marketing strategies using all social media platforms; designing brochures, ads and virtual tours online
  - Procuring leads through many alternate avenues
  - Consult clients on market conditions, mortgages, legal requirements and related matters
  - Provide guidance and assist sellers and buyer in marketing and purchasing property
- Robbins Brothers
  - Lead Sales Representative 2011-2016
  - Exceeded monthly sales goals, increased gross profit quarterly and held Elite status yearly
  - Focused on building customer relationships by planning elaborate customer events and designer shows
  - Extensive experience in contract preparation & sales negotiation
  - Used Salesforce CRM system daily following and creating leads
  - Analyzed monthly sales reports and trends
- Robbins Brothers
  - Office Coordinator 2010-2011
  - Led efforts in controlling inventory, ordering merchandise, updating spreadsheets, and maintaining overall store presentation
  - Executed all office functions including mailing, scheduling appointments, completing sales, and answering calls
  - Trained new office employees to ensure attention to detail and adherence to company policy





JACIE GOOD  
**Property Manager**

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Lansing, MI 48933

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Jacie Good has over 7 years of property management experience. After graduating from Western Michigan University with a degree in Business Administration, with a focus in Management. She began her career as a leasing expert and worked her way up to becoming a Property Manager for our Lansing properties. She has previously owned her own cleaning business, working with numerous local apartment communities to meet their budget while at the same time increasing profit. Over her career, she has been successful in achieving occupancy, marketing, and maximizing rental income. As the Property Manager for all Lansing properties, Jacie is responsible for the day-to-day operations of the properties, including tasks such as leasing, marketing, budgeting, and maintenance.

**Education:**

- Western Michigan University, Bachelor of Business Administration; Major in Business Management
- Jackson Community College, Associate of General Studies

**Prior Experience:**

- Hayman Company
  - Community Manager 2016
- Friedman Inc.
  - Community Manager 2015-2016
- Pristine Cleaning
  - Owner/President 2014-2015
- Woodland Lakes Apartments
  - Assistant Property Manager 2013-2014
- Nemoke Trails Apartments
  - Leasing Expert 2013-2014
- Southwood Realty – Sabal Palms Luxury Apartment Homes
  - Assistant Manager 2012
- JTP Management – West Campus Village 2010-2012
  - Director of Marketing & Leasing Expert



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Redaction of Financial Information and Legal Disclosure

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